



**Adult Services Scrutiny Committee**  
**Children's Services Scrutiny Committee**  
**Growth & Infrastructure Scrutiny Committee**  
**Safer & Stronger Communities Scrutiny  
Committee**  
**Strategy & Partnerships Scrutiny Committee**

**Thursday, 10 January 2013**

**ADDENDA**

**4. Service & Resource Planning 2013/14 - 2016/17 (Pages 1 - 132)**

The report (which is to be considered by each of the Scrutiny Committees on 10 January 2013) forms part of a series relating to the Service and Resource Planning process for 2013/14 to 2016/17.

Each Committee will meet in turn to consider the Business Strategies and savings proposed for their service areas. Comments from each Committee will then be considered by Strategy & Partnerships Scrutiny Committee on 17 January 2013 prior to being fed back to Cabinet in order that they can take the comments into consideration in proposing their budget and Medium Term Financial Plan (MTFP) at the end of January 2013. Council will meet to agree the budget and MTFP on 19 February 2013.

The following annexes are attached:

Annex 1	Assumptions in current Medium Term Financial Plan and overview of position reported to Cabinet in September and December 2012
Annex 2	Updated Business Strategies 2013/14 – 2014/15: a) Children, Education & Families b) Adult Social Care c) Fire & Rescue, Emergency Planning & Community Safety d) Environment & Economy e) Chief Executive's Office incorporating Cultural Services
Annex 3	New pressures & proposed new savings by Scrutiny Committee responsibility/remit

Annex 4	Service & Community Impact Assessments (SCIAS) SCIAS will be available on the OCC website via this link <a href="http://www.oxfordshire.gov.uk/cms/content/service-and-community-impact-assessments-scias">http://www.oxfordshire.gov.uk/cms/content/service-and-community-impact-assessments-scias</a> from Friday 4th January.
Annex 5	Proposed capital schemes
Annex 6	Service Areas to be considered by each Scrutiny Committee

The Director together with the Cabinet Member for the relevant Directorate will be available to respond to questions.

Division(s):

## SCRUTINY COMMITTEES 10 JANUARY 2013

### Service & Resource Planning 2013/14 – 2016/17

#### Report by County Council Management Team

#### Introduction

1. This report forms part of a series relating to the Service & Resource Planning process for 2013/14 to 2016/17. The Service & Resource Planning reports to Cabinet in September and December 2012 set out the context for the 2013/14 budget and Medium Term Financial Plan outlining known and potential financial issues for 2013/14 and beyond. The September report set out the Service & Resource Planning process for 2013/14 and a timetable of events.
2. This Service & Resource Planning process is taking place against a backdrop of a much greater degree of uncertainty over future resources. Two fundamental changes to the basis of funding local government – the implementation of the Business Rates Retention Scheme and the Localisation of Council Tax Support – will increase the level of volatility in the forecast of funding available and the interaction of both with local economic conditions will increase the associated risks.
3. Given the current economic climate and the uncertainty over levels of funding for local government in the future, the Service & Resource Planning process, MTFP and Capital Programme will cover only a four-year period, reflecting the availability of national spending information.
4. This report sets out an overview of the current position following the Provisional Local Government Finance Settlement on 19 December 2012 and asks each Scrutiny Committee to consider the proposed new savings for their area of responsibility. The following annexes are attached:

Annex 1	Assumptions in current Medium Term Financial Plan and overview of position reported to Cabinet in September and December 2012
Annex 2	Updated Business Strategies 2013/14 – 2014/15: a) Children, Education & Families b) Adult Social Care c) Fire & Rescue, Emergency Planning and Community Safety d) Environment & Economy e) Chief Executive's Office incorporating Cultural Services
Annex 3	New pressures & proposed new savings by Scrutiny Committee responsibility/remit
Annex 4	Service & Community Impact Assessments (SCIAS)
Annex 5	Proposed capital schemes
Annex 6	Service Areas to be considered by each Scrutiny Committee

## **Directorate Business Strategies**

5. 2013/14 will be the third of the four-year directorate business strategies. These were approved by Council in February 2011 and included savings of £119m from 2011/12 – 2014/15. Whilst there have inevitably been some changes, the strategies are being delivered as planned with the majority of the original savings expected to be achieved. Annex 1 summarises and updates the assumptions in the existing [Medium Term Financial Plan](#) (MTFP).
6. Delivery against the Business Strategies in 2012/13 has been reported through the Financial Monitoring & Business Strategy Delivery Report to Cabinet and the achievement of the planned savings is reflected in the forecast position for each Directorate. The report to Cabinet on 18 December 2012 sets out a forecast underspend across all Directorates of -£1.3m, or -0.3%, as at the end of October 2012.
7. The quarterly Corporate Plan Performance and Risk Management Report to Cabinet on 18 December 2012 headlined the progress the Council has made towards Corporate Plan priorities for the period between July to September 2012 and notes that they are generally progressing as planned.

## **Service & Resource Planning Context and Process 2013/14**

8. As set out in detail in the Service & Resource Planning report to Cabinet on 18 December 2012 there are new pressures on the MTFP arising from a number of areas. Some of these relate to corporate funding issues and some to pressures on expenditure. These include:
  - the implications of taxbase changes and maximum council tax increases;
  - a shortfall in funding already included in the later years of the MTFP reflecting anticipated cuts in formula grant beyond 2014/15;
  - Newly identified directorate pressures.
9. The draft Local Government Finance Settlement was announced on 19 December 2012. Annex 1 provides further detail but 2013/14 sees significant changes in the way local authorities are funded as well as other changes such as localisation of council tax support, the impact of grants transferring in/out of formula grant all alongside falling funding levels. Despite being announced much later than in previous years there are still numerous gaps in the information required to enable the Council to set its budget. The consultation closes on 15 January 2013 with the final settlement being announced sometime after this date. Confirmed taxbase figures from each of the District Councils, along with business rate forecasts have to be provided by 31 January 2013. Confirmed Collection Fund figures have to be provided by 22 January 2013.
10. Challenge sessions took place in October 2012. Directorates were asked to review their plans for delivering the savings in the third and fourth years of the business strategies and put forward proposals for managing any newly identified service pressures. Pressures on service delivery identified by directorates are listed in Annex 3 and summarised overleaf.

	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>	<b>Total £'000</b>
Strategy & Partnerships	321	0	0	0	321
Growth & Infrastructure	1,500	500	0	0	2,000
Children's Services	1,530	0	0	0	1,530
Adult Services	9,980	1,250	-2,200	0	9,030
Safer & Stronger Communities	52	300	0	0	352
<b>Total Directorate Pressures</b>	<b>13,383</b>	<b>2,050</b>	<b>-2,200</b>	<b>0</b>	<b>13,233</b>

11. Overall the Council faces new pressures of at least £49.8m over the medium term once changes to funding are added to these directorate pressures.
12. These pressures will need to be met from new savings. Annex 3 sets out the proposed on-going and one – off savings cross referenced to the relevant Business Strategy. Proposed new on-going savings relevant to each Scrutiny Committee are summarised in the table below:

	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>	<b>Total £'000</b>
Strategy & Partnerships	-1,326	-1,425	-1,785	-1,432	-5,968
Growth & Infrastructure	-71	-1,931	-1,412	-543	-3,957
Children's Services	-1,230	-2,180	0	0	-3,410
Adult Services	-11,473	-4,080	-950	-1,950	-18,453
Safer & Stronger Communities	-80	0	0	0	-80
Corporate	-7,770	-4,950	-725	-777	-14,222
<b>Total New Savings</b>	<b>-21,950</b>	<b>-14,566</b>	<b>-4,872</b>	<b>-4,702</b>	<b>-46,090</b>

13. Information for all Directorates is included to provide context to each of the proposed savings. Annex 6 sets out the areas of responsibility for each Scrutiny Committee. Each committee is invited to consider and comment on the relevant Business Strategy/ies included at Annex 2 and the new savings proposed in Annex 3.

### **Capital Budget Setting & Programme**

14. The Council considers the capital investment and programming activity as an integral part of the Council's Service & Resource Planning process. This ensures that the creation of a new asset or investment in the existing assets and infrastructure network is justified through detailed business strategies and delivery models for the service.

15. This year's capital budget setting process is focussed on strategic and high-level issues or key operational bottlenecks underpinning the service delivery in the medium term and creating large demands on capital resources. The capital planning period will be set as four year to ensure that the programme is planned with no additional resources until there is more certainty about the level of capital resource into the future, especially beyond 2014/15. This is to ensure that the size of the existing capital programme portfolio remains within an affordable envelope.

#### Capital Resources

16. The following table shows the resources that are available to be allocated to new schemes in the capital programme up to 2016/17.

<b>Additional Flexible Funding:</b>	<b>£'000</b>
Additional Basic Needs Settlement	5,500
Additional Capital Receipts	4,900
Earmarked Reserves for Capital Budget Setting	12,000
<b>Total Flexible Resources</b>	<b>22,400</b>

17. Additional capital resources were announced in the Chancellor's Autumn Statement/the Provisional Local Government Finance Settlement:

- £3.6m extra funding over 2013/14 and 2014/15 for highways maintenance, required to complement rather than replace existing planned expenditure;
- £2.2m more funding in 2013/14 and 2014/15 for Social Services and Fire & Rescue Services than anticipated in the capital programme.

18. However, Education Capital Grant allocations will not be announced until later in January 2013. The assumptions previously built into the capital programme have been left unchanged but will need to be updated before Council if the grant notified varies from the assumed allocation.

19. Pressures on capital resources include schools basic need. The number on roll at Oxfordshire's primary schools rose by 886 (1.9%) from May 2011 to May 2012, faster than the 1.3% increase in the previous year. For reception age alone, numbers have grown by over 3%. The additional pupil place requirement for basic need is currently estimated to be 1,145 places. £13m funding is estimated to be required to provide these places.

20. Delivery of the East/West Rail project will require construction of new road bridges where there are existing level crossings – the higher level of rail traffic will mean that level crossings will no longer be acceptable on grounds of safety risk and inconvenience to local traffic. Government funding for East/West Rail was dependent upon the consortium securing a local contribution of around £30m, with best endeavours to secure an additional £20m – this figure needs to be secured from local partners along the length of the project (five local transport authorities) and over the course of what is anticipated to be a 15-20 year franchise. The mechanism for securing a local contribution is currently the subject of discussion. Based on a population distribution, the contribution from Oxfordshire could be up to £10m in total or £0.660m per year (assuming a £50m total contribution).

21. The total pressures which require flexible funding are set out in the table below.

<b>Area of the Capital Programme</b>	<b>Project</b>	<b>Flexible Funding Required £'000</b>
Children, Education & Families	Basic Needs Additional Pressure 2013/14 to 2016/17	13,000
Social & Community Services (S&CS)	Fire Service – Development & Design work following Fire Review	600
S&CS	Relocation of Rewley Road Fire Training Facility	600
Environment & Economy (E&E) – Transport	East/West Rail Delivery	1,980
E&E - Other	Disposals to Cherwell District Council at less than market value	1,550
Chief Executive's Office	Super Connected Cities Broadband	150
Earmarked Reserves	Increase to Earmarked Reserves for highways major projects	5,000
<b>Total</b>		<b>22,880</b>

22. The Cabinet will need to consider these and other pressures when allocating the available flexible resources in the proposed capital programme in January 2013.

23. Annex 5 shows proposed capital schemes including the priority category. Each Scrutiny Committee is invited to comment on the schemes which require flexible funding and those for which project specific funding is available.

### **Next Steps**

24. The comments from each Scrutiny Committee will be fed back to Strategy & Partnerships Scrutiny Committee for consideration on 17 January 2013. They will then offer an overall view on the proposed new savings and capital schemes. The Cabinet will then finalise their budget proposals and propose the Revenue and Capital Budget for 2013/14 – 2016/17 on 29 January 2013, taking into consideration comments from Strategy & Partnerships Scrutiny Committee.

25. The final local government finance settlement is expected to be announced in late January/early February 2013, and as noted in paragraph 9 information on the taxbase, business rate forecasts and collection fund figures need to be notified by the District Councils by the end of January.

26. There is an opportunity for the public to comment on the budget proposals via the County Council's website. The consultation is open from 4 January 2013 to 1 February 2013 and the views expressed will be taken into consideration in the budget proposed to Council and will be shared with all councillors in advance of the Council meeting on 19 February 2013.

## **Financial and Legal Implications**

27. This report is mostly concerned with finance and the implications are set out in the main body of the report.
28. The Local Government Finance Act 2012 which introduces the business rates retention scheme received Royal Assent on 1 November 2012. The government's consultation on the draft regulations that underpin the new scheme closed on 23 November 2012. The outcome of the consultation is not yet known, however it is expected that the regulations will be in place before the Council is required to set the council tax requirement in February 2013.

## **Equality and Inclusion Implications**

29. 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.' Oxfordshire's Equality Policy 2012-2017 sets out how the Council is approaching its responsibilities for ensuring that all residents in Oxfordshire have fair access to services and equal life chances.
30. It also ensures we are compliant with legislation by setting our equality objectives for the next four years, and includes specific actions we will take to build on current achievements and address areas where improvements are needed in our performance.
31. As part of the service and resource planning process for 2013/14, the Council will produce a general assessment of the impact of the budget on customers ahead of the budget being set in February 2013. This document will set out the principles that are being followed, identify the main risks to vulnerable groups and establish what actions would be taken to prevent these risks.
32. In addition to this overarching assessment all significant changes to the budget (both pressures and savings) will have an accompanying impact assessment to identify potential risks in advance of the budget being set. Initial impact assessments have been undertaken to support the budget decision making process. Where proposals require further development, policy changes or consultation to enable the budget decision to be implemented the impact assessment will be developed further and made available to decision makers.
33. The Service and Community Impact Assessments (SCIAs) included at Annex 4 need to be considered by the relevant Scrutiny Committee(s).

## **RECOMMENDATIONS**

34. **Further information about the Council's funding is expected in late January 2013 so the Service & Resource Planning process will continue to develop until Council meets to set the Council Tax on 19 February 2013. In the meantime each Scrutiny Committee is invited to consider and comment on:**



**a. the Business Strategies, savings proposals and pressures for the relevant service areas taking account of the Service and Community Impact Assessments;**

**b. the priority of capital pressures.**

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January 2013

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## Summary and update of assumptions in the 2012/13 – 2016/17 Medium Term Financial Plan (MTFP)

### Existing Savings Targets & Business Strategies

1. The existing Medium Term Financial Plan includes the final two years of the directorate business strategies approved by Council in February 2011. These included savings of £119m from 2011/12 – 2014/15. Whilst there have inevitably been some changes, the strategies are being delivered as planned with the majority of the original savings expected to be achieved. 75% of the £119m savings are expected to be achieved by the end of 2012/13 with the remainder being achieved by the end of 2014/15. The table below shows the remaining total of £15.8m funded pressures and £27.2m savings to be achieved in 2013/14 and 2014/15.

<b>Funding for demographic and other agreed pressures in existing MTFP<sup>1</sup></b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>	<b>Total £'000</b>
Children, Education & Families	-90	-590	-680
Social & Community Services	4,700	5,710	10,410
Environment & Economy	4,962	1,328	6,290
Chief Executive's Office	56	-244	-188
Cross Directorate	0	0	0
<b>TOTAL</b>	<b>9,628</b>	<b>6,204</b>	<b>15,832</b>

<b>Savings in existing MTFP</b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>	<b>Total £'000</b>
Children, Education & Families	-1,257	-1,072	-2,329
Social & Community Services	-6,598	-7,117	-13,715
Environment & Economy	-7,904	-3,903	-11,807
Chief Executive's Office	-672	-188	-860
Cross Directorate	-140	1,605	1,465
<b>TOTAL</b>	<b>-16,571</b>	<b>-10,675</b>	<b>-27,246</b>

### Pressures on the Medium Term Financial Plan (MTFP) arising from Funding Changes

#### Council Tax Base

2. The taxbase represents the number of properties council tax can be collected from. The government's scheme to localise council tax support will change the way support is provided – people will get a discount on their council tax bill rather than benefit being deducted from their gross council tax bill. The effect of giving discounts is to reduce the council taxbase. The Council will receive council tax support grant to help offset the reduction in the council taxbase, however it is anticipated that this will not fully meet the costs of the scheme. The District Councils are considering reducing discounts/exemptions on certain classes of properties which would have the effect of increasing the taxbase and reducing the budgetary pressure. Together with anticipated lower taxbase growth and

<sup>1</sup> Where a negative is shown the figure relates to previous years' one-off funding falling out.

changes to collection rates an on-going pressure of £4.4m is expected over the medium term.

#### Council Tax level

3. The existing MTFP includes an increase in the Band D council tax of 3.75% in each of the years 2013/14 to 2016/17. The government has lowered the threshold at which a referendum on council tax increases can be triggered to 2%. The difference between a 2% increase in 2013/14 and the 3.75% set out in the existing MTFP would result in an on-going pressure of £5.8m.
4. The government has also announced support for local authorities to freeze council tax. An authority that freezes its Band D council tax for 2013/14 will receive a 2-year grant equivalent to a 1% increase. The indicative grant is £2.6m for each of 2013/14 and 2014/15. As the grant is only for two years if taken it would need to be replaced on an on-going basis from 2015/16, resulting in an a pressure of £6.7m in addition to the amount set out in paragraph 3. A decision on the council tax level for 2013/14 will need to be part of the proposed Cabinet budget.

#### Business Rates Retention Scheme

5. From April 2013 the current formula grant system is being replaced by the business rates retention scheme. Business rates are currently collected by district councils and paid into a central pool which is then redistributed as part of Formula Grant. Under the new scheme business rates will be split between a local share (retained by local government) and a central share (returned to central government). The aim of the scheme is to provide an incentive for local authorities to promote and facilitate growth in their area – through being able to keep a proportion of the growth. The central share will be paid into the central pool as now, and used to fund local authorities through revenue support grant or other specific grants.
6. Part of the Council's funding will come from a local share of business rates and part from revenue support grant. Various grants are transferring in and out of the start-up funding position for the scheme.

#### Grant Funding following the Provisional Local Government Finance Settlement

7. Over the medium term, grant funding will be £9.1m lower than the planning assumptions in the existing MTFP. Significant reductions in Early Intervention Grant and in returned Education Service Grant have contributed to this position. The existing MTFP already included £17.3m for an anticipated shortfall in funding, bringing the revised shortfall to £26.4m.
8. The estimated shortfall in funding taken together with the pressures on the council tax base and council tax level amount to total funding pressures of at least £36.6m over the medium term.

**Inflation**

9. The table below sets out the inflation assumptions built into the current MTFP.

Year	Pay	Non Pay	Contracts	In MTFP
2013/14	2.5%	2.0%	3.0%	£10.2m
2014/15	2.5%	2.0%	3.0%	£10.3m
2015/16	2.5%	2.0%	3.0%	£10.3m
2016/17	2.5%	2.0%	3.0%	£10.6m

In view of the government's proposed cap on public sector pay, it is proposed that provision for pay inflation for 2013/14 and 2014/15 is reduced to 1%. In addition, it is proposed that no provision is made for non-pay inflation in 2013/14 and 2014/15, with directorates absorbing any pressure arising. Taken together these changes to allowances for inflation are expected to generate on-going savings of £3.9m in 2013/14 and a further £3.5m in 2014/15.

10. The Consumer Prices Index (CPI) was 2.7% in November 2012, unchanged from October. Although unchanged overall, at a more detailed level there were significant upward and downward pressures on CPI annual inflation between October and November. The largest upward pressures to annual inflation came from food & non-alcoholic beverages (principally bread & cereals and vegetables) and housing & household services (particularly domestic gas and electricity). The largest downward pressures came from motor fuels and furniture, household equipment & maintenance.

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# **Children, Education & Families Directorate**

## **Business Strategy**

**2013/14 to 2014/15**

## Introduction

2013/14 will be the third of the four-year directorate business strategies. These were approved by Council in February 2011 and included savings of £119m to be achieved over the period 2011/12 – 2014/15. These are being achieved by reconfiguring services to establish a smarter, leaner and more cost effective operating environment, whilst at the same time reshaping services to fit the changed local and national policy environment. Funding for demographic and other agreed pressures was also built in.

While there have inevitably been some changes, the strategies are being delivered as planned with the majority of the original savings expected to be achieved. £27m remains to be delivered in 2013/14 and 2014/15 and is planned to be delivered in line with the Medium Term Financial Plan.

Changes to the funding of local government from 2013/14 and new pressures identified since the strategies were originally agreed mean there are now some changes to the savings required in 2013/14 and 2014/15. This revised strategy reflects the updated position and incorporates the £27m remaining original savings and changes that will be agreed by Council in February 2013.

New strategies will be developed as part of the Service & Resource Planning process for 2014/15 and will take into account the Government's next Spending Review.

The context for Children's Services has changed significantly in the last two years and will continue to change over the period of this strategy. The **Council's Business Strategy** and the Directorate **Business Strategy** were devised to support us in proactively meeting the challenges and enabling us to react swiftly to unexpected changes affecting our work in the years to come.

We are committed to hearing the experiences and voices of our children, young people and parents/carers and ensuring that our services are shaped and developed in collaboration with them, at all levels from individual care planning, to service delivery and commissioning. We have a number of well-developed mechanisms to ensure this happens, including a Children in Care Council, Children and Young People and Parent/Carer Sounding Boards, a children and young people's disability network and an Oxfordshire Youth Parliament. These allow different routes to ensure a diverse range of children and young people's voices are heard, including those that are least heard and most vulnerable.

There are numerous examples of the ways that voices and views have influenced change and led to improvements, and these have been recognised by external inspections which have rated this area of work as 'outstanding' over several years.



In order to deliver required savings the Business Strategy was designed to fundamentally rethink how we could meet our statutory responsibilities and duties in a different way. In the first year of our Business Strategy significant aspects of service and structure have been redesigned. We have been shaping our services and structure in a more co-ordinated way, based on research of what interventions work and how the most cost effective use of resources can be made. Our aim has been to deliver services that are more efficient **and** effective. We have been implementing change that aims to:

- Keep all children and young people safe
- Raise achievement for all children and young people
- Narrow the gap for our most disadvantaged and vulnerable groups
- Making sure children have a healthy start in life and stay healthy

There are a number of principles which guide the way in which the directorate works:

- Acting as a champion for children and young people and leading debates on their services
- Working in partnership with children, families and other agencies to get the best outcomes and make the most of our funding
- Securing early help for children, young people and their families to help prevent problems escalating
- Using evidence to guide what we do and target our work

Over the last twelve months the Directorate has:

- Kept a sustained focus on delivering savings and improving performance;
- Designed, consulted on and implemented service and structural changes which have kept the savings within the Medium Term Financial Plan for 2012/13 on track;
- Kept focus on improving outcomes for children, young people and their families ensuring delivery of improved service performance for 2012/13 to date in the face of considerable and sustained demand, particularly in children's social care;
- Seen a notable increase in the proportion of children attaining the expected level 4 or above in English and maths at Key Stage 2. Oxfordshire increased its ranking within its statistical neighbours from 7<sup>th</sup> to joint 2<sup>nd</sup> in this key measure;
- Launched a multi -agency team (Kingfisher team) to support victims of child sexual exploitation;
- Launched a reading campaign with the objective of increasing the percentage of children reaching level 2b+ at key stage 1 in reading to 80% on 2013 and 86% in 2014. So far 45 schools have signed up to the campaign and 100 volunteers are supporting the programme.

- Supported 26 schools to become academies and seven have had an Academy Order made.
- Achieved outstanding and good assessments in inspections of children's homes and an assessment of good for our fostering service.

The education policies of national government, which include the creation of academies and free schools, mean local councils now have a different role to play in education. The council has embraced this role and clearly set out its intention to support **ALL** schools to become academies in a decision by Cabinet on 17 July 2012 where an Academies policy statement was approved. The headline of which is -

- The County Council wishes to support all schools to become academies. The Council recognises that this is a process and some schools will be at different stages in taking this step.
- The Council wishes to encourage Governing Bodies and the leadership of the school (Head Teachers and leadership teams) to consider how they might become an academy as part of a larger group of schools. This is to ensure that schools are not isolated and are mutually supportive of each other in raising attainment standards.
- The Council will ensure that support services for schools continue to be available, whether they are provided in-house or through the commercial market place. We will not seek to retain them in-house unless there is strategic value in doing so, but will work with schools to ensure they have access to services.

As experienced by most Directorates within the Council there has been a significant number of Government commissioned reviews, consultations, and policy changes in the last year. These will inevitably require changes to the ways in which we work and these are taken into account in setting the priorities for the services in the coming months and years.

## **Priorities and objectives of the Directorate**

### **Children and Young People**

The priorities for the Directorate as outlined in the Joint Health and Wellbeing and Education Strategies and Targets for achievement during 2012/13 are:

#### **Priority 1: All children have a healthy start in life and stay healthy into adulthood**

- Reduce emergency admissions to hospital for episodes of self-harm
- Reduce emergency admissions to hospital with infections
- Review and redesign transition services for young people with mental health problems

#### **Priority 2: Narrowing the gap for our most disadvantaged and vulnerable groups**

- Maintain the recently improved rate of teenage conceptions
- The 'Thriving Families' project will have begun work with the first 100 families
- Reduce persistent absence (15% lost school days or more) from school for looked after children

#### **Priority 3: Keeping all children and young people safe**

- Collect information to establish a baseline of prevalence and trends of child sexual exploitation in Oxfordshire
- Reduce the number of children who need a subsequent Child Protection Plan
- A regular pattern of quality assurance audits is undertaken and reviewed through the Oxfordshire's Safeguarding Children Board covering the following agencies: children's social care; youth offending service; education services; children and adult health services; early intervention services; services provided by the police

#### **Priority 4: Raising achievement for all children and young people**

- Increase the numbers of children who achieve Level 2b or above in reading at the end of Key Stage 1
- Increase the numbers of young people who achieve 5 GCSEs at A\*-C including English and Maths
- Increase the number of primary schools and secondary schools judged by Ofsted to be good or outstanding
- Reduce the number of young people not in education, employment or training

In July 2012 the Council's Cabinet agreed a new education strategy - the "Strategy for Change- Improving Educational Outcomes in Oxfordshire". The approach this takes is in three strands – Outstanding Leadership and Aspiration Networks; Targeted Campaigns and System Redesign for Education. These are underpinned by the core theme of early intervention and a good start in life.

The Children and Young People's Plan has been superseded by the Health and Wellbeing Strategy and the Education Strategy. The governance of these strategies is now under the remit of the Children and Young People's board which is a subset of the Health and Wellbeing Board.

## Delivering the Business Strategy

### Directorate Statement

The Directorate has implemented significant changes to the design and structure of the service. We have created an entirely new way of delivering our statutory responsibilities and designed our services based on research evidence to deliver a new Education & Early Intervention Service, redesigned some of our Social Care teams and redesigned our performance, quality assurance and commissioning arrangements with Social and Community Services.

The changes and reduction in staffing has involved a major commitment from the Directorate and colleagues from human resources and Finance. There have been a number of challenges to resolve but overall the implementation of new organisational arrangements, with reduced, more focused management whilst protecting front line services, has been achieved without a major reduction in performance. The total combined pressures/additional funding and savings include those agreed by Council in February 2011 and February 2012 as well as the proposed new pressures and savings that are included in Annex 3. Our Business Strategy outlined the importance of ensuring that new structures are supported through good organisational development and training in order to realise the benefits of new ways of working. The success of our revised structure is dependent on supporting staff and managers to work differently through a well-resourced and sustained programme of development and training.

<b>Year on Year</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
Pressures & Additional Funding	1.440	-0.590 <sup>1</sup>
Savings	-2.487	-3.252

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<sup>1</sup> This relates to a one-off pressures that fall out at the end of 2013/14.

## **Early Intervention Service**

All of the new early intervention hubs have been fully operational since 1 September 2011. The new hubs are operating in line with the restructured budgets for their activities.

2,307 children, young people and families are supported in the Hubs. 5,202 children and young people have been involved in open access/targeted youth sessions. Children's Centres provided services to 17,704 children under five years old in 2011/12 (44% of children). A Quality Assurance Review of Early Intervention services, including case file audits on 139 individual cases has taken place. A programme of integrated training on play has been set up across Childcare and Play, Hubs and Children's Centres. We have successfully re-commissioned our voluntary sector Children's Centres.

The required savings for 2012/13 are on track to be met.

## **Education 1**

As part of our restructuring we have redesigned our Education service and brought it together with the Early Intervention Service under one Deputy Director. The role of the Local Authority in school improvement is clearer following the introduction of the Education Act 2011. All of the grants supporting additional resources for the Local Authority were removed in addition to the funding from National Strategies which was already due to end and which was known prior to the last general election.

Oxfordshire Schools are in the lowest quartile of per pupil funding in England. Local Authority Central Services Equivalent Grant will be replaced in two ways from 2013/14. Schools Block Grant will cease to exist and local authority Block Grant will be replaced by a new grant for education services. An announcement setting out how the new grant will be allocated on a national per-pupil basis to local authorities and academies was made alongside the Provisional Local Government Finance Settlement in December 2012.

The Department for Education has announced major changes to school funding arrangements for 2013/14. The changes required have superseded the need for a local formula funding review for mainstream schools. Modelling indicates that schools will face a period of uncertainty about funding, but the impact on schools in 2013/14 and in 2014/15 will be limited by application of the government's Minimum Funding Guarantee. The funding changes have a direct impact on a number of advisory teams previously funded from centrally retained Dedicated Schools Grant, notably the Behaviour Support Service and the Ethnic Diversity

Achievement Service, which can only continue in a reduced form on a wholly traded basis. Education and Finance teams will continue to provide additional support to schools whilst they adapt to the new funding regime.

As part of the Directorate's engagement with schools we are committed to challenging poor attainment levels. We are ambitious as part of our community leadership role to work with parents, governors and the local media to ensure that in Oxfordshire we are more aspirational for all of our children and young people. The Lead Member for Education has ensured a targeted focus on improving those schools who were below floor targets or who were seen to be "coasting". Actions have where appropriate been taken to sustain current provision and arrangements. The on-going impact for the Directorate and Schools will be addressed through the roll-out and monitoring of the Education Strategy "Strategy for Change-Improving Education Outcomes in Oxfordshire".

Extra funding was set aside in 2012/13 to explore the leadership role of the Council and the part it can play in shaping a new generation of school leaders. National and international evidence suggests that the quality of schools is linked to the quality of the leadership, not just from head teachers, but also from Governors and other senior professionals. Reports confirm that high performing schools have leadership excellence, a professional career infrastructure and collaborative practice. As a strategic leader the Council has a role to create an environment for good leadership and where best practices can be identified, developed and allowed to flourish.

The programme will:

- Develop a concentrated approach to secure outstanding leadership and governance through a development programme aimed at Executive Head Teachers; Head Teachers; Deputy Head Teachers and Governors.
- Deliver an Oxfordshire Teaching School Framework which over time will enable schools to seek formal accreditation through the National College as a Teaching School.
- Development of a suite of support and intervention strategies to empower and enable governing bodies to:-
  - Focus on school improvement
  - Recruit high quality leaders
  - Find innovative leadership solutions
  - Production of a framework model that can be sustained through school to school support

New funding arrangements for 2 year olds were announced on 27 November 2012. The allocations for Oxfordshire for 2013/14 are as follows:

Statutory Place Funding	£3,368,615
Trajectory Building allocation	£1,322,427
2012/13 Capital Allocation	£872,334

The funding for circa 1,200 places and trajectory building will be included in Dedicated Schools Grant and are therefore ring fenced to the Schools Budget. By September 2014 a new statutory duty will require that 40% of Oxfordshire 2 year olds should be able to access free foundation stage places. Eligibility criteria for this cohort will be announced by Government soon as this is a greater number than those that would be eligible for free school meals or have special educational needs. Officers will work closely with representatives of foundation stage providers to develop the new provision.

The proposed residential special school for children with autism and learning difficulties is scheduled to open as an academy in September 2014. Planning permission and final approval are pending. The need for places is unchanged and the residential provision will provide savings against the cost of out county provision, as well as providing local provision for children and their families. Estimates for savings in 2014/15 and 2015/16 are uncertain as progress has been hampered by late information from the government relating to both the high needs block funding, and how personal budgets would be implemented if introduced (one of the Green Paper proposals).

The coalition government has made schools responsible for providing impartial careers guidance for students in Years 9 – 11. The Early Intervention Service has picked up responsibility for tracking and assisting young people to engage who are not in employment, education or training.

Work has commenced to review the management structure and commissioning arrangements currently in place for Children's Centres. This review would seek to align the service provision along the hub model ensuring a seamless service for children and their families from birth to 19 years old. This will protect services and reach to families provided by the county's 44 children's centres whilst making modest savings from eradicating duplication, sharing best practice and exploring innovative management and administrative solutions.



## Children's Social Care

The reorganisation of services has been completed and new managerial arrangements have been put into place. Teams have changed the way in which they are organised. CSC has continued to work with increased and sustained demand for child protection services over the last year.

As part of the 2012/13 business strategy refresh we re-designed the Youth Offending Service (YOS). Redesigning management and staffing structures consistently with the restructuring of other parts of the Directorate saved £0.300m per annum. Changes in regulations have required local authorities to pick up the remands to custody costs for young people sentenced by the youth courts. On the basis of previous sentencing patterns it is estimated that the additional revenue cost that will fall to local authority are likely to be in the region of £0.150m. Children who are remanded are now classed as looked after children.

The demand for Childrens Social Care has continued to increase year on year:

- **Contacts** to Childrens Social Care have increased year on year: in 2008/09 they were 10,208; in 2009/10 they were 12,046; in 2010/11 they were 14,734; in 2011/12 they were 15,260 and we in the first six months of 2012/13 were 11,666.
- **Referrals** have increased from 4,928 (2008/09); to 5,501 (2009/10); 5,394 (2010/11); 6,359 (2011/12) and in the first six months 2012/13 were 3,127
- **Initial assessments** have increased from 2,715 (2008/09) to 3,292 (2009/10); 3,373 (2010/11); 3,513 (2011/12) and within the first six months of 2012/13 were 1,712.
- **Core assessments** have increased from 880 (2008/09) to 1,317 (2009/10); 1,859 (2010/11); 2,333 (2011/12) and in the first six months of 2012/13 will increase to 1,225.

The number of children with a child protection plan has increased and the number of care proceedings has seen a corresponding increase. The service is both meeting this increased demand, and sustaining performance improvements: - a significant achievement although clearly increased demand has led to additional resource and capacity pressures.

Over the past 12 months, the number of eligible young people for the Unaccompanied Asylum Seeking Service has reduced, with the trend likely to continue in the upcoming years. The expected current year underspend is proposed to be carried through to the rest of the financial plan as an additional £0.300m savings through minimising support levels to all rights expired clients

## Cross Directorate Delivery

In 2011 the government announced that almost £4.5m would be made available in a cross-government drive to turn around the lives of 120,000 'troubled families' in England. It has been estimated that there are 810 such families within Oxfordshire. The government has allocated £0.100m for the next three financial years to fund a co-ordinator in each upper tier local authority to lead the local response to the programme and to continue to enable our Children's Social Care and Early Intervention Services to work even more closely together. The council has agreed £0.800m per year for the financial years 2012/13 and 2013/14 to fund this programme known as 'Thriving Families' locally. The government is committed to a payment by results approach (i.e.40% of the cost of the interventions) based on the following outcomes - adults into work; children at school; cut in crime and anti-social behaviour; cutting costs, saving money.

The Music Service was transferred to Children, Education & Families in 2011/12. A saving for the Music Service to achieve a greater saving as part of this year's Business Strategy was set and is on target to be met. Our approach has been consistent with the Outdoor Centres, in that we expect the Music Service to be self-funding. The Music Service has a plan to deliver and will be assisted to deliver further reductions, for example any new appointments for music tutoring will be made on Local Government terms and conditions unless a qualified teacher is required for the role.

The Munro review into Child Protection made recommendations nationally, regarding valuing professional expertise, clarifying accountabilities, improving learning, sharing responsibility for the provision of early help and developing social work expertise. This included a specific recommendation that Local Authorities should designate a Principal Child and Family Social Worker, who is a senior manager with lead responsibility for practice in the local authority and who is still actively involved in frontline practice and who can report the views and experiences of the front line to all levels of management. These recommendations will be taken into account in the forthcoming review of corporate parenting and the development of integrated working to improve the child's journey from needing to receiving help.

## Additional Budget pressures identified

- **14CEF1** - Increase capacity in Family support Teams to reduce caseloads to an average of 20 per worker £1.400m per annum from 2013/14
- **14CEF2** - Pressures resulting from restructuring with Children's Social Care including the regrading of newly qualified social workers £0.130m per annum from 2013/14

### Additional Savings identified

- **14CEF3** - Management and admin reduction (following other reductions within service area) £0.250m per annum from 2013/14
- **14CEF4** - Children's Centres Management Savings £0.800m per annum from 2014/15
- **14CEF5** - Schools converting to academy status reduce requirement for School Improvement service £1.200m per annum by 2014/15
- **14CEF6** - Outcome of Corporate Parenting review of service area taking place during 2012/13 £0.360m per annum by 2014/15
- **14CEF7** - Remove previously agreed funding for Southwark judgement (which obliges the Council to provide accommodation and support for homeless 16 and 17 year olds) as impact of judgement lower than anticipated £0.500m per annum by 2014/15
- **14CEF8** - Reduce over provision in support levels to All Right Exhausted clients (for failed asylum seekers) £0.300m per annum by 2014/15

### Conclusion

This report outlines the current position of the Directorate in relation to its current operational and financial performance along with the key risks that must be addressed. It provides proposals to address the financial challenges facing the service in 2013/14 and 2014/15 along with details of how variations to the agreed medium term financial plan will be managed.

There have in recent months been considerable challenges for the Directorate, in particular, the reorganisation of our services, the delivery of significant savings and the outcomes of a number of major service inspections from our regulators. These have in large part been met and place us in a position to move positively forward in 2013/14 and 2014/15.

**Jim Leivers**  
**Director of Children, Education and Families**

**January 2013**

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**Social & Community Services  
Adult Social Care**

**Business Strategy**

**2013/14 – 2014/15**

## Introduction

2013/14 will be the third of the four-year directorate business strategies. These were approved by Council in February 2011 and included savings of £119m to be achieved over the period 2011/12 – 2014/15. These are being achieved by reconfiguring services to establish a smarter, leaner and more cost effective operating environment, whilst at the same time reshaping services to fit the changed local and national policy environment. Funding for demographic and other agreed pressures have been built in.

While there have inevitably been some changes, the strategies are being delivered as planned with the majority of the original savings expected to be achieved. £27m remains to be delivered in 2013/14 and 2014/15 and is planned to be delivered in line with the Medium Term Financial Plan.

Changes to the funding of local government from 2013/14 and new pressures identified since the strategies were originally agreed mean there are now some changes to the savings required in 2013/14 and 2014/15. This revised strategy reflects the updated position and incorporates the £27m remaining original savings and changes that will be agreed by Council in February 2013.

New strategies will be developed as part of the Service & Resource Planning process for 2014/15 and will take into account the Government's next spending review.

## Directorate Statement

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

## Adult Social Care

### The Adult Social Care Strategy

In partnership with the National Health Service, Social & Community Services arranges crucial care to the adult population of the county. We support the health and wellbeing of all adults by ensuring the availability of good quality services – this includes care for older people, adults with learning disabilities, adults with mental health problems and those with physical and sensory impairments. The key elements of the strategy are:

- 1) Keeping people well through investment in services that prevent some people from needing to access social care services and by reducing or delaying the need for care for others. The types of services include information and advice, reablement (short term help for

people to recover their abilities to look after themselves after an operation or accident), falls prevention, continence services, dementia services, carers support services, services for social isolation, employment, assistive technology, occupational therapy, equipment and day opportunities.

- 2) To ensure people can live a life free from abuse and the fear of abuse and can have care and support which meets their needs. We will treat people as individuals and with dignity and respect. We will take action to protect people where appropriate.
- 3) Ensuring people have more choice and control over the way they are supported in living their lives. Self-directed support is the means by which people are allocated a personal budget, based on their needs, to arrange and purchase their own care and support. Most services are purchased from providers external to the County Council. The Resource Allocation System uses a formula to calculate personal budgets for people who are eligible for support from adult social care. Many people receive their personal budget as a direct payment which provides them with even greater flexibility to determine how their care needs are met. At the end of March 2012 Oxfordshire had the second highest proportion of people receiving a direct payment in the country. This personalisation stream will significantly change both our workforce and our relationship with service users and providers. We need to manage demand and unit costs and we need to do this in partnership with service providers to ensure that personal budgets will be sufficient to enable people to purchase their care from a range of providers and still meet their needs.
- 4) To develop long term support options that increasingly reduce the number of people admitted to care homes, increase alternatives to care and develop community support that continues to keep people safe in their own homes. This will provide better outcomes for people as well as achieving efficiencies for the council. We have to reduce the number of people going into residential care and we are generally low users of residential care except for older people. In the past, we have had very little Extra Care Housing. We have a major programme to significantly increase provision in Oxfordshire. 406 extra care housing units are now open as part of our plans to have 1000 units by 2015. We are also developing other models of care e.g. Shared Lives – opportunities for older people and younger adults with disabilities or mental health problems to live with a family.
- 5) To facilitate a market of services that can be used by everyone and that support the development of communities.

We will achieve this strategy through working together with people who use services, carers and the wider community alongside our partners in Health. There is scope for much closer working with Health and in genuinely pooling resources which could achieve more effective use of public resources. A genuine pooled budget for learning disabilities has been in place since 2006 The Oxfordshire Clinical Commissioning Group and the County Council are committed to introducing new pooled budgets for older people, mental health and adults with physical disabilities from April 2013.

## Adult Social Care Overview

### Adult Social Care Statutory offer

The service that we are obliged by law to offer can be summarised as:

- Assess and meet care needs providing people meet our eligibility criteria
- Individuals have to pay towards their care if they have the means to do so (this will continue if the Dilnot report commissioned by the government is implemented but there will be a cap on contributions)
- The council can arrange care directly if people do not wish to do so themselves
- Care plans cannot be changed by the Council without a reassessment of need
- Offering Direct Payments if individuals want one
- Keeping people safe but also supporting people to make their own decisions providing they are capable of doing so
- Support informal carers to care
- Advocacy and Involvement e.g. Healthwatch

### Annual Adult Social Care Performance

Overall adult social care is a low spending, but high performing service. In February 2012 questionnaires were sent to over 1,700 people who used services purchased by adult social care and 846 responses were received. 89% of people who responded were satisfied with the services they received with 62% of people being very satisfied. Only 3% of people said that they were dissatisfied. In some client groups there remain waiting lists for assessments and services though these are reducing. Significant additional funding has been made available to ensure delays are reduced across the system. There is also a question of whether there are emerging demands for health and social care which are greater than we had anticipated.

There has been a significant improvement in reducing the delays in transferring people from hospital from 182 people at the end of March 2012 of whom 58 were awaiting further assessment or services from social care to 88 at the end of November of whom 24 were awaiting further assessment or services from social care.

### Overview of Adult Social Care progress in 2012/13

Adult Social Care continues to support 'a thriving Oxfordshire' by promoting strong communities so that people can live their lives as successfully, independently and safely as possible. The key elements of the adult social care strategy remain the same - to promote services that keep people safe, give people more choice and control and keep people well whilst preventing people from needing to access social care services and delaying the need for care for others.



- Overall, adult social care service will achieve its savings in 2012/13. Whilst people who receive services say they are satisfied, there have been significant pressures due to increasing demand. The development of new locality teams and the performance management arrangements that accompany them have improved the capacity of teams and enabled them to have a greater focus on assessments and reviews as well as bringing decision making closer to where people live.
- Working with the Oxfordshire Clinical Commissioning Group, work is being carried out to understand demand across the health and social care system and to invest in the right new developments which will deliver the strategy. Progress has been supported by targeted extra money from the NHS which has contributed to a significant increase in the level of adult social care.
- In early 2012 the Council continued to develop the way it provided care and support for people in their own home by enabling people to have greater choice through the use of their personal budget.
- We are successfully developing alternative long term support through extra care housing and other supported housing models to reduce the number of people admitted to care homes.
- Partnerships with providers of services in Learning Disability and Mental Health have enabled a joint approach to delivering savings which are on target.
- A draft joint commissioning strategy for older people has been developed with the Clinical Commissioning Group and is being consulted on between 1 December 2012 and 31 January 2013.
- A joint commissioning strategy has been developed with the Clinical Commissioning Group to improve the commissioning arrangements for people with a physical disability and/or brain injury. However, there is an underlying pressure on this budget which needs to be resolved.
- We are in the process of preparing proposals for care home fees which will be considered by the Cabinet in January and then subject to further consultation with providers prior to a final decision in May or June 2013.
- The Carers Strategy has been reviewed this year and a refreshed strategy has been developed. This is out to consultation throughout January 2013. Services still provide innovative flexible responses to carers needs (e.g. Direct payments through GPs and support to working carers through employers cares support scheme)

#### Demographic pressures in 2013/14

- **Demography** – Oxfordshire identified demographic pressures of £4.4m for 2013/14. The level of demographic pressure identified in Oxfordshire is in line with other authorities. However actual demand for services, particularly for services for older people, is greater than that which can be explained by the increasing number of older people. There is no national way of calculating future demand for care services, but some work has been done on demand by the Personal Social Services Research Unit to support the current Health and Social Care bill. As a council we are looking to work with the unit to create a model for estimating future demand for social care in Oxfordshire.

- **Autism** - The Autism Act 2009 and the subsequent statutory guidance requires local authorities and the NHS to seek to improve services for adults with autism, their families and carers. We have invested £0.050m in 2012/13 rising to £0.150m in 2014/15 to meet the potential demands particularly of the needs of people at the higher end of the autistic spectrum and ensure an effective pathway of care exists. A commissioning strategy is due to be completed by April 2013 and this funding will be used to deliver the action plan in relation to preventative support. In the longer term the impact of this work is expected to lead to a reduction in the number of people who develop mental health issues.

## Detailed plans for 2013/14 and 2014/15

The broad and high level proposals put forward in the Business Strategy are set out to assist members in giving consideration to the likely budgetary provision that will be necessary for the Directorate. Many of the proposals have required or will require detailed work. They will be subject wherever appropriate to formal consultation with the public/stakeholders and an equality impact assessment culminating in a formal report to Cabinet for a final decision. A determination of the likely demand on the Council's budget for the Directorate should not be taken as any form of final decision on any operational policy changes. The total combined pressures/additional funding and savings include those agreed by Council in February 2011 and February 2012 as well as the proposed new pressures and savings that are included in Annex 3.

Year on Year	2013/14 £m	2014/15 £m
Pressures & Additional Funding	14.675	7.060
Savings	-17.651	-11.097

## General risks and opportunities

- The strategy assumes a reliance on informal carers to continue caring. The value of the contribution from carers is several times greater than the resources spent by the local authority. Spending on carers has been protected in recognition of their contribution.
- The Government's stance on the future funding of adult social care was set out in July 2012 with the publication of the 'Caring for our future: progress report on funding reform'. "The government agrees that the principles of the Dilnot Commission's model would be the right basis for any new funding model". They made it clear that they would come "to a final view in the next Spending Review". In his Autumn Statement in December 2012, the Chancellor announced that the next Spending Review would take place in the first half of 2013.

- The Health and Social Care Act is a major opportunity which encourages joint working across health and social care that focuses on the best outcomes for individuals and ensures the best use of limited public resources. Extra health funding for the financial years 2011/12 through to 2014/15 represents a real opportunity for assisting closer working with Health.
- Impact of changes in partner organisations such as the creation of the Oxfordshire Clinical Commissioning Group and the Local Area Team of the NHS Commissioning Board.
- Eligibility for continuing health care and the reduction in partners' budgets will have implications for adult social care and the proposed pooled budget for older people.
- The health and social care system is under considerable pressure. Demand for services for older people is greater than demographic growth. In some cases, one client with high needs and therefore high costs can have a significant impact on budgets and this cannot easily be predicted or mitigated against in that service area. Greater demand can lead to delays.
- The market may not deliver the capacity and quality of care at the price available to service users through the personal budget allocation. This will become clearer over time as new providers become established and service users more familiar with the new arrangements.
- We want to encourage more people who fund their own care to explore alternative options to care homes. Currently, the County Council is picking up the funding of two people a week who were funding their own residential care but have now run out of money.
- Management capacity to cope with the scale of change that we are managing will continue to be a challenge.
- It is proposed that pressures within the older people's pool are managed within that budget (14SCS5).

Current information systems need reviewing and updating to simplify processes and reflect the principle of personalisation.

## Activity Area - Older People

Year on Year	2013/14 £m	2014/15 £m
Pressures & Additional Funding	9.844	3.729
Savings	-13.480	-7.405

### Current service activity

The service supports older people (people aged over 65 years) and their carers to live healthy, safe and valued lives through the provision of information, professional assessment and support, rehabilitation, reablement, brokerage and the implementation of support plans that promote independence and keep people well. The numbers needing care are growing every year because there are more frail older people and more people with disabilities.

The County Council is already investing an extra 2% for older people. However, demand for care for older people is growing even faster this year. Between April and November:

- Assessments have increased by 36%
- Referrals from hospital have increased by 26%
- People starting home care increased by 9%
- People being permanently placed in a care home rose by 23%

The service also ensures there is an adequate supply of good quality, cost-effective services that people want to purchase and that meet the needs of older people and their carers. There is a focus on developing a range of preventative approaches aimed at keeping people well. The budgets for residential and nursing home placements, home support, initial assessment and enablement, day services and equipment are within a pooled budget with Oxfordshire Clinical Commissioning Group.

### **Delivering efficiencies**

To be able to deliver cost effective services and deliver efficiencies we need to work jointly with the NHS to support strong and safe communities, develop services that everyone can access, reduce demand and provide more for less. The strategy has therefore focused on reducing demand and reducing costs of services and promoting alternatives to hospital and residential care.

### **Plans for Efficiencies**

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

The net cost to the council of placing a person in a care home is currently £405 per week compared with £210 in extra care housing and a potential £221 per week through 2 hours per day of traditional home support. Diverting one person per week from a care home placement to extra care housing at the current costs would save £0.264m a year.

The work being done to achieve savings:

- Review of the Oxfordshire Care Partnership care home and extra care housing contract. We are working with the Oxfordshire Care Partnership to explore ways of meeting care needs in a way which reduces the cost of providing services and leads to developments to achieve efficiencies. Agreement has been reached in principle as reported to Adult Services

Scrutiny Committee in December 2012.

- Continue with our major programme of extra care housing as an alternative to care homes
- Continue to develop assistive technology (telecare and telehealth) to keep people at home safely
- Continue to improve availability of equipment and practical support at home
- Facilitate a market of community services that people want to purchase with their personal budget
- Develop the Shared Lives service where older people can live with families as an alternative to care homes
- A significant proportion of care home placements funded by adult social care each month are people who have chosen to purchase a place with their own funding often before they really needed it and then their funding has run out. We need to provide information before self-funders make this choice and encourage them to choose options in the community.

We will focus resources on prevention and early intervention so we can limit unnecessary need for adult social care whilst continuing to keep people safe. Improving information so that individuals and their families can plan better is crucial.

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

The medium term target is to reduce the unit cost of an hour of home support to £15 per hour in line with other Local Authorities. In 2010/11 the average cost in Oxfordshire was £23 per hour. The budget for 2012/13 was built on an assumption of £17.50 per hour. In November 2012 the average cost was £16.94 per hour.

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

4) Work to keep costs of contracted services down by working with providers to make efficiency savings in the way they provide services and manage inflation.

5) Support carers to continue caring – the value of the contribution from carers is several times greater than the resources spent by the local authority.

6) Continue to ensure that there are day opportunities for older people and ensure that they are more effective and efficient and meet the needs of local people and communities. We want day services to be somewhere that people in the community choose to go whether they are paying for their own support or in receipt of a personal budget.

7) Transport for day services – we plan to provide transport for those who meet eligibility criteria and require it to access services. For those who are not eligible they will need to access services either through their own means or pay for transport provided by the council or other organisations.

There are three adult social care savings in the current plan at risk of not being delivered in full:

1. **14SCS1 - Review of Oxfordshire Care Partnership contract:** The current proposed agreement will achieve £2.8m savings compared with the initial assumed savings of £3.8m. However it still represents a significant contribution to the council's savings target and also restructures the contract to provide a more appropriate range of services in line with our longstanding strategy.
2. **14SCS4 – Care Home Fees:** A 3% increase was implemented as an interim payment, effective from April 2012 pending a further review. The outcome of the review will be reported to Cabinet in January 2013 and may impact upon the original savings proposal.
3. **14SCS17 - Transport for Day Services:** Charging for transport to day centres from April 2013 will not generate sufficient income. The outcome of the Corporate Review of Community Transport may identify savings and additional income in future years. £0.4m savings target has been re-scheduled.

#### **Additional Pressures - Older People**

1. **14SCS2 - Care Homes:** the impact in subsequent years of additional placements made in 2012 together with more complex care needs has increased the average cost of care.
2. **14SCS3 Re-ablement:** this service provides a period of support at home to enable people to become as independent as possible. This is a priority so we can support as many people as possible to be independent and live fulfilling lives and need less costly care provision. We have agreed with Oxford Health, the provider of the service, that we will invest an additional £0.600m so that more people can be offered reablement. This will be funded from the additional resources provided for reablement to the Oxfordshire Clinical Commissioning Group.

#### **Additional Savings - Older People**

1. **14SCS6 – Closer working with Health**

Closer working with Health, generating efficiencies by pooling budgets and integrating care services.

**2. 14SCS7 –Invest in Assistive Technology**

Greater use of assistive technology to enable more people to remain in their homes for longer and reduce the need for home support

**3. 14SCS8– Payback from Prevention**

Provide prevention services that encourage older or vulnerable people to remain independent and reduce their need for more expensive care services.

**4. 14SCS9 – Invest in early client Intervention**

Invest in early client intervention to reduce the cost of care

**Resources available to help us deliver this agenda (14SCS26)**

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In 2011/12, £6.1 million of additional funds from the Department of Health (DH) were made available for social care, via the Primary Care Trust. These funds were used to relieve immediate pressures on hospitals through funding additional home support hours to enable people to go home more quickly and in the short term additional care home placements, than were originally planned. The level of additional funding for 2012/13 was £5.9m and has increased to £8.2m in 2013/14. It has been assumed that this additional funding from the Department of Health will continue beyond the current Spending Review. If the funding ceases or reduces in 2015/16, this will add a further substantial pressure to the provision of services to Older People. Also an additional £1.5m NHS funding is expected for reablement.

The additional funding has also funded the following services which will have on-going commitments in future years

- £0.300m for the Alert Service (personal alarms and other forms of technology to allow people to remain safely at home) which is supporting 20% more older people as a result.
- £0.500m to set up and maintain a new emergency home support service to prevent admissions to hospital
- £0.750m for additional community equipment to support people in their own home and reduce demand for care packages
- Support the management of some of the pressures in the older people's pool that have arisen through more people going into care homes; more complex needs and more people receiving home care.

**Impact on service users and communities**

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

have sufficient budget to meet their eligible care needs this will involve them working with the brokerage service or their social worker or independent adviser to design support in a more efficient and effective way. Any delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

### **Impact on providers**

Self-directed support and the changes in the way services are commissioned means that there will be few if any guaranteed block contracts. We are working with providers to ensure there is sufficient quantity and quality services available at an affordable price for people with a personal budget. Care home providers could be impacted upon by Social & Community services purchasing less care home placements.

### **Impact on other council services**

We will need to work in partnership with Environment and Economy to deliver transport savings not only in terms of the impact on the Integrated Transport Unit but also in the way that voluntary transport is supported. To deliver Extra Care Housing we will need to work jointly and creatively with Property and Facilities, especially in terms of the way that we use land owned by the County Council.

### **Capital implications**

#### **1) Review of the Oxfordshire Care Partnership**

Since the commencement of the Oxfordshire Care Partnership contract the commissioning strategy for Older Persons residential care has changed. This has given rise to a review of what should be delivered under the next phase of the 'Homes for Older People' programme. The main aim of the new strategy is to stop people needing and choosing residential care and encourage the use of Extra Care Housing. However, it is recognised that there is a need for some specialist care homes and some preventative bed-based services. As a consequence it is proposed to replace 8 residential care homes, that have not already been refurbished, with 4 new Extra Care Housing developments and 1 new care home delivering specialist and preventative nursing care in an area of the county that currently has low capacity and 1 refurbished home delivering residential dementia care. There are some capital implications from the proposed agreement that are to be considered by scrutiny and are in the forward plan for decisions.

#### **2) Development of Extra Care Housing**

There are 1,000 Extra Care Housing units planned by 2015. This is crucial to our strategy to make revenue savings from the older person's budget from avoiding the use of care homes if at all possible.

#### **3) Day Opportunities Strategy and Transport Strategy**

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



The capital implications of this strategy are additional capital resources that may be required to develop Resource and Well Being Centres in Didcot and Wantage.

#### 4) Adult Social Care Systems Capital Investment

A project is currently underway to implement a revised Adult Social Care System. The benefits of this system will include improved data quality and workflow resulting in an improved customer journey.

### Activity Area - Learning Disability

Year on Year	2013/14 £m	2014/15 £m
Pressures & Additional Funding	2.225	3.075
Savings	-2.886	-2.660

#### Current service activity

The Learning Disability Service supports people with learning disabilities aged 18 and over and their carers to live healthy, safe and valued lives. There are approximately 2,000 people over age 18 with severe to moderate learning disabilities known to services in Oxfordshire. Learning Disability is defined as a significantly reduced ability to understand new or complex information, combined with a reduced ability to cope independently which started before adulthood having a lasting effect on development (Valuing People 2001). Learning disabled people with additional physical or mental health needs come under the remit of the Learning Disability service, as do older people with Learning Disabilities. The team provides professional assessments, care planning, social work support and information and ensures there is an adequate supply of good quality, cost effective services. The Learning Disability teams support 1,409 people to live in the community and 278 people are supported in a permanent residential placement.

**Delivering efficiencies**

<b>Plans for Efficiencies</b>	
<p>The Resource Allocation System allocates personal budgets to people who are eligible for support from adult social care. Efficiencies from the move to self-directed support and personal budgets has resulted in more efficient delivery of care. As more cost-effective services and supports are developed, we aim to reduce people’s personal budgets to reflect this. People will still receive enough funding to purchase support to meet their eligible needs. Plans are aimed at reducing reliance on paid services and reducing unit costs of services through a wide range of activities so that people continue to be able to meet their eligible needs within the reducing budget through for example:</p> <ul style="list-style-type: none"> <li>• employing personal assistants</li> <li>• focusing on support that enables people to be independent through regular reviews</li> <li>• a review of transport</li> <li>• investing in developing independence skills and confidence, including work with teenagers</li> </ul>	
<p>Contracts are being retendered to providers who hold framework contracts. These contracts are based on a zero number of hours but establish an agreement with providers of lower costs for people to spend their personal budgets to be able to manage unit costs.</p>	
<p>Limit contract inflation - work to keep costs of contracted services down by expecting providers to make efficiency savings.</p>	
<p>Externalisation of internal independent living services – supported living services were transferred in the autumn of 2012</p>	
<p>Increase the availability of assistive technology and equipment options that enable people to stay in their own homes and reduce the need for paid staff</p>	
<p>Delay admissions to more costly supported living through improved respite and shared care services</p>	
<p>Reduce the cost of supported living through the supported accommodation review</p>	

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**Additional Pressures – Learning Disabilities**

1. **SCP28 and S10** - The Medium Term Financial Plan includes £0.904m for the estimated cost of the de-registration of care homes run by the Home Farm Trust (SCP28 and S10). This relates to the care costs of residents placed by other local authorities who will now become residents of Oxfordshire. The cost is now considerably less than originally estimated and it is proposed that resources released £0.803m are used to manage the fairer charging income pressure (see page 20).

## **Additional Savings– Learning Disabilities**

### **1. 14SCS16 – Personalisation**

Create opportunities for individual people to purchase support more efficiently through a personal budget reducing the resource allocation (RAS) and increase the number of people in receipt of a direct payment. £1.8m will be transferred to physical disabilities (14SCS10) as the projected demographic pressures in learning disabilities have not arisen.

#### **Impact on service users and communities**

The strategy is intended over time to encourage people to be more independent and better supported to direct their own support. Although service users will have sufficient budget to meet their eligible care needs, this will involve service users working with the brokerage service or their social worker to design support in a more efficient and effective way that meets their needs. The Council is working closely with providers to identify ways of reducing costs whilst retaining good quality services. Any delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements. Pressures may result in a need to return to providing support in larger groups or larger properties or clusters of smaller properties. There is a chance that informal carers may need to provide more support to meet need, so carers' assessments will continue to be a priority and we would seek to involve carers in circles of support and explore the use of volunteers and wider family members.

#### **Impact on providers**

Self-directed support and the changes in the way services are commissioned means that there will be few if any guaranteed block contracts. We are working with providers to ensure there is sufficient quantity and quality services available at an affordable price for people with a personal budget. Providers have been involved in discussions with commissioners around developing more cost effective approaches of support and some innovative approaches are being pursued.

#### **Impact on other council services**

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

#### **Capital implications**

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

## Activity Area - Physical Disability and Sensory Impairment

Year on Year	2013/14 £m	2014/15 £m
Pressures & Additional Funding	2.206	0.256
Savings	-0.119	-0.198

### Current service activity

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

### Delivering efficiencies

#### **Plans for Efficiencies**

Oxfordshire spends less than the national average on services for people with a physical disability and/or brain injury. The current key issue is that the current budget does not support the number of adults with a physical disability and/or brain injury with eligible needs and people who use the service are reporting lower levels of satisfaction compared to other groups in Oxfordshire (User Survey 2012). During the last year a waiting list for services has developed, indicating increased demand. There is also an impact from people with very complex needs surviving for longer. It is proposed that additional funding of £1.8m is invested in the budget to meet the needs of the people who have been assessed as being in need of services. There is also a planned investment to meet an increase in costs of care to ensure that suitable support can be sourced for people who have complex needs.

In 2012 a joint health and social care commissioning strategy for services for adults with physical disabilities was agreed with Oxfordshire Clinical Commissioning Group. This focuses on involving people with physical disabilities in planning services and their own care, enabling people to gain and maintain independence, and supporting carers. A Partnership Board has been set up to

oversee and contribute to the delivery of the strategy, and progress is reported to a Joint Management Group. With this focused approach to commissioning, the intention is to develop more cost-effective approaches to service provision in some areas of delivery, improve integration of health and social care support and to encourage mainstream and community services to make reasonable adjustments so that people with physical disabilities can access community activities. Uptake of Direct Payments is high amongst people with physical disabilities and this will continue to be an area of focus, coupled with work to make available more cost-effective options people can purchase with their personal budgets. These changes will take time to deliver and so are not anticipated until 2014-15 onwards.

### **Physical Disabilities –Additional Pressures**

- 1. 14SCS11** - Physical Disabilities - provision for contract increases in 2012/13 and possible increases in 2013/14 & 2014/15 because of the increased costs of residential care.
- 2. 14SCS10** - Physical Disabilities - Investment in the service to meet increasing demands from additional clients and clients with more complex care needs. This is proposed to be funded by transferring £1.8m from the learning disability budget as the anticipated demographic pressures there have not arisen.

### **Physical Disabilities Additional Savings**

#### **1. 14SCS12 – Personalisation**

Create opportunities for service users to purchase support more efficiently through a personal budget, reducing the resource allocation system and increasing the number of people in receipt of a direct payment. We would aim to adopt a similar approach to individuals with a learning disability.

#### **Impact on service users and communities**

The strategy is intended over time to encourage people to be less dependent and more physically and psychologically able to direct their own support. Although service users will have sufficient budget to meet their eligible care needs, this will involve service users working with the brokerage service or their social worker or independent adviser to design support in a more efficient and effective way. Any delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

**Impact on providers**

Self-directed support and the changes in the way services are commissioned means that there will be few if any guaranteed block contracts. We are working with providers to ensure there is sufficient quantity and quality services available at an affordable price for people with a personal budget.

**Impact on other council services**

To deliver supported housing we will need to work jointly and creatively with Property and Facilities especially in terms of the way that we use land owned by the County Council.

**Capital implications**

To achieve greater efficiencies there is a need to develop a range of supported housing options that will enable people to live in their own homes in the community.

**Activity Area - Mental Health**

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<b>Year on Year</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
Pressures & Additional Funding	0.400	0.000
Savings	-0.206	-0.334

**Current service activity**

Almost all of Social & Community Services investment in mental health is managed within a joint commissioning pooled budget by Oxfordshire Primary Care Trust. The County Council contribution purchases professional assessment (including mental health act assessments), support, and care planning, that promote recovery and keeping well within integrated teams within Oxford Health National Health Service Foundation Trust. It funds residential placements, direct payments that support independence and provide support for carers through budgets managed by the Trust. It also contributes to day and housing support services that provide universal information, preventative and recovery services that are largely delivered by the voluntary and community sector. The Better Mental Health in Oxfordshire Strategy 2012-15 is reviewing this provision to move towards a more outcomes based approach to commissioning and contracting services within the overall structure of the developing national programme of payment by results for mental health. We have redesigned services along a pathway that helps people take control, stay well, maximise the use of mainstream activity to support well-being and provide more intensive support to enable people to self-manage long term conditions.

**Delivering efficiencies****Plans for Efficiencies****1) Supported into Independent Living**

The housing and support pathway supports people to move through from hospital to supported living to independent accommodation and makes the most efficient use of resources. The pathway pools adult social care, health and Supporting People investment in housing for people with mental health problems. The pathway was introduced in March 2011. The pathway is now being further developed to support those patients with more severe and/or complex needs through the development of more personalised approach to their care.

**2) Workforce restructure**

Oxford Health and the County Council have redesigned the Approved Mental Health Practitioner service to achieve greater efficiencies within the workforce and improve the delivery of assessment and care for those people whose needs fall within the scope of the Mental Health Act

**3) Outcomes based commissioning**

Led by the Clinical Commissioning Group, we will be exploring how a “whole pathway approach” to care based on achieving agreed outcomes for people living with mental health problems might achieve efficiencies across health and social care

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**Impact on service users and communities**

The strategy is intended over time to encourage people to be more independent and more able to direct their own support. It is intended to facilitate an environment where communities can grow. The focus on prevention and recovery will mean that fewer people need to use adult social care, and those that are will be able to move on to self-management of their care. Services will work to help people remain in or move towards mainstream lifestyles and activities. This will be achieved through helping people plan to meet their needs and by helping develop more inclusive communities where it is easier for people living with mental health problems to participate fully.

**Impact on other council services/ providers**

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

**Service Area – Services that support all client groups**

Year on Year	2013/14 £m	2014/15 £m
Pressures & Additional Funding	0.000	0.000
Savings	-0.980	0.000

**Current service activity**

The service supports all client groups and their carers to live healthy, safe and valued lives through the provision of information, professional assessment and support, rehabilitation, reablement, brokerage and the implementation of support plans that promote independence and keeping well. This budget includes all social work staff apart from those working with adults with learning disabilities

**Delivering efficiencies**

**Plans for Efficiencies**

**Occupational Therapy Services**

A range of initiatives to allow people to be more independent, be in control and make decisions about how they meet their own needs, such as the selection and purchase of small items of equipment and prescriptions for equipment is being reviewed as there has been an increase in demand for equipment to enable people to stay living in their own home. Small items of equipment are now available via the council web pages. This has been developed with the council’s communications team and enables customers to undertake an assessment of their needs and what equipment would meet them. They are then able to access a catalogue and order directly if they choose to. Occupational therapy clinics based in localities are being developed to help people maintain their independence,

**Additional Pressures – Non - Pool**

**14SCS18 - Fairer Charging Income** Fairer Charging income - the reduced cost of home care services has reduced the level of income collected from clients assessed in accordance with fairer charging regulations

We are investing in the future sustainability of the service through recruitment to front line posts and succession planning:



**14SCS19 - Social Work teams** – Additional staff resources for social work teams. Investment in the service to increase capacity to deal with delayed transfers of care, safeguarding referrals and case reviews.

**14SCS20** – Approved Mental Health Professionals - additional staff and training to ensure statutory duties are met

#### **Additional Savings – Non – Pool**

##### **14SCS23 – HIV/ AIDS**

£0.75m - Reduce HIV/Aids budget due to changes to service provision

##### **14SCS24 Asylum Seekers**

£0.175m - Reduction in the Asylum Seeker budget due to a decrease in the number of clients

#### **14SCS21 and 14SCS22 – Review of Older People's day services**

##### **Impact on service users and communities**

The review of day services project should help with the aim of increasing attendance levels and promoting a more efficient operation. The strategy intends to encourage people to be more independent. The savings from the HIV/Aids and asylum seeker budgets are not anticipated to have an impact as needs will continue to be supported.

##### **Impact on providers**

Greater access to equipment and technology

##### **Impact on other council services**

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

## Service Area - Joint Commissioning

Year on Year	2013/14 £m	2014/15 £m
Pressures & Additional Funding	0.000	0.000
Savings	0.020	-0.500

### Current service activity

Joint commissioning works across both adults and children’s directorates to develop the commissioning and contracting of services that meet the needs of adults, children and families in an efficient and cost effective way whilst recognising and listening to their needs. Developing this area has strengthened our capacity to work with NHS partners across social and healthcare services. Additionally it provides support to operational teams including handling complaints, reporting on performance, data analysis and benchmarking, engagement and consultation business and emergency planning and advice on policy development.

### Delivering efficiencies

The County Council is moving towards being a predominantly commissioning organisation rather than one directly providing services. Adult social care has been developing its approach to commissioning since the early 1990s; commissioning of children’s services, within children’s social care and schools, is a more recent development. Consequently it was decided for the commissioning of adults and children’s services to be carried out in one place so that experiences and knowledge can be shared to improve the outcomes for people who receive services.

### **Additional Savings Proposals**

**14SCS25 – Review of Joint Commissioning function** . The completion of the creation of the Joint Commissioning Service has identified that further efficiencies are possible.

### Impact on service users and communities

The development of the joint commissioning team improves the focus on outcomes for people who receive services and enables greater involvement in commissioning decisions. It delivers an improved and more joined up approach to information and performance management and quality assurance.



**OXFORDSHIRE  
COUNTY COUNCIL**

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

**Business Strategy**

**2013/14–2014/15**

## Introduction

2013/14 will be the third of the four-year directorate business strategies. These were approved by Council in February 2011 and included savings of £119m to be achieved over the period 2011/12 – 2014/15. These are being achieved by reconfiguring services to establish a smarter, leaner and more cost effective operating environment, whilst at the same time reshaping services to fit the changed local and national policy environment. Funding for demographic and other agreed pressures was also built in.

While there have inevitably been some changes, the strategies are being delivered as planned with the majority of the original savings expected to be achieved. £27m remains to be delivered in 2013/14 and 2014/15 and is planned to be delivered in line with the Medium Term Financial Plan.

Changes to the funding of local government from 2013/14 and new pressures identified since the strategies were originally agreed mean there are now some changes to the savings required in 2013/14 and 2014/15. This revised strategy reflects the updated position and incorporates the £27m remaining original savings and changes that will be agreed by Council in February 2013.

New strategies will be developed as part of the Service & Resource Planning process for 2014/15 and will take into account the Government's next Spending Review.

The “**Safer by Design**” Business Strategy covers the Fire & Rescue Service, Emergency Planning and Community Safety Services. The Strategy has been updated in order to capture the medium term (3-5 year) vision for all of the Services identified, as well as where their aims meet the current priorities of the wider County Council.

In addition, this strategy also highlights how the various services add extra value to local communities, above and beyond their traditional role, by becoming more 'integrated' i.e. proactively assisting other Directorates and partners in delivering their community safety objectives.

Savings already delivered or planned for the Fire and Rescue Service do not adversely impact on front-line service provision to the public. The total combined pressures/additional funding and savings include those agreed by Council in February 2011 and February 2012 as well as the proposed new pressures and savings that are included in Annex 3.

Year on Year	2013/14 £m	2014/15 £m
Pressures & Investments	0.307	0.300
Savings	-0.500	-0.100

## Oxfordshire County Council Strategic Objectives

The strategy links directly with the Corporate Strategic Objectives centred on delivering a **Thriving Oxfordshire**:

**World Class Economy – This objective will be** supported through our contribution to the sustainable development and protection of the thriving local economy by provision of advice and support. This will enable local businesses and industry to successfully compete in the marketplace, ensure their business continuity and minimise the likelihood of emergencies (e.g. accidents and fires). More broadly, the services also protect the environment for example, reducing both carbon emissions and emergency incidents, as well as through partnership working. with partners such as the Environment Agency to help minimise the effects of flooding, pollution incidents and fire-fighting actions, as well as promoting quicker recovery.

**Healthy and Thriving Communities – This objective is** supported by our work in reducing crime, anti-social behaviour and the fear of crime and also by supporting and protecting those at greatest risk from doorstep crime, domestic abuse and hate crime. In addition, we safeguard our communities from fire risk through the provision of fire protection risk reduction, intervention activities and the provision of information, advice and guidance. We also provide (directly or with partners) preventative programmes for children and young people at risk of offending. We manage and deliver the Junior Citizen Programme countywide as well as the Consumer Challenge Quiz for children with special needs. Trading Standards Service is a key player in the development and delivery of the ‘Support with Confidence’ approval scheme enabling social care clients to make safer choices about the care they receive. Emergency Planning helps to develop service, organisational and community resilience through education, training and the development of community led planning.

Finally, all the services strive to deliver **Efficient Public Services** through their efficiency programmes and providing value for money in general. This is being achieved at a local and regional level to increase efficiency further, the Fire & Rescue Service working within the South East Fire Improvement Partnership and with neighbouring Fire and Rescue Services’ s on various collaborative activities. This has led to data-led, targeted prevention activities, aligned to locality working, which promotes the increased use of volunteers and working with partners.

### Safer by Design

“**Safer by Design**” is our vision for more self-reliant, safer communities - with Oxfordshire County Council working in partnership with a range of third parties - as both provider and/or commissioner - to enable communities to better help themselves. Intelligence-led, locality-specific approaches will identify practical and preventative measures that will be delivered through internal resources and via community-based partnerships. This will aim to address many future challenges and emerging societal risks.

The “**Safer by Design**” vision for the Fire & Rescue Service, in particular, has four main strands of activity which are:

- a) Growing in confidence – a strategy for safer young people
- b) Living in confidence – a strategy for the residents of Oxfordshire
- c) Travelling in confidence – a strategy for those on the move
- d) Working in confidence – a strategy for business.

Furthermore, as an “**Integrated Fire & Rescue Service**”, we also intend to proactively support the broader community safety agenda – not only the priorities of Oxfordshire County Council but also our local partners, such as the Police and Health Service – in order to tackle a much wider range of community safety issues. Through the delivery of this approach we will add public value, demonstrate continuous improvement and enhanced value for money.

The Fire & Rescue Service (and, to a lesser extent, Emergency Planning and Trading Standards), will always maintain a reactive/999 response to calls for assistance, the main emphasis of the Council’s approach towards delivering a safer society is through preventative and educational measures, delivered by multi-skilled employees, voluntary agencies and other partners who can take practical actions as extra eyes and ears (and where appropriate hands) of the County Council. Such an approach promotes risk awareness, self-help, safeguarding and the signposting of specialist assistance and support within the community. It is specifically designed to embrace a preventative agenda and reduce the strain on the resources of other Oxfordshire County Council services such as Adult Social Care.

Those services involved in regulation, such as Trading Standards and Licensing, will seek to move forward in conjunction with District partners to deliver an integrated approach to regulatory services. As this approach develops, Trading Standards will extend locality specific services thereby supporting communities to address local issues and building preventative partnerships.

Approximately 90% of the overall Directorate budget relates to the Fire & Rescue Service and therefore the main delivery arm of the strategy is via this Service. However, the approach proposed is equally effective for all other services within the Directorate. The main capital and revenue issues associated with the Directorate are the creation and maintenance of ‘capacity to respond’. However, the services all have varying ability to make productive use of the ‘capacity to respond’ in intervening periods between safety-related incidents and events occurring.

Our future approach will focus on extending our prevention agenda and, therefore, minimise the call on emergency response resources. The Trading Standards Animal Health team is an example where the ‘capacity to respond’ (e.g. to a foot and mouth outbreak) is also productively used to monitor day-to-day animal welfare issues e.g. inspecting animal markets to reduce the risk of

outbreaks of disease. The Fire & Rescue Service, despite its historic 'low cost and high performance' status, has been less able to achieve full productive effectiveness of its 'standing assets' due to the extensive use of Retained Duty System staff. The Fire and Rescue Service has received investment through additional fulltime Watch Managers whose role is to support Retained Duty System fire stations, personnel and to improve the operational availability of fire engines. Going forward, we intend to further utilise these resources in localities across the county to deliver a broader suite of community safety initiatives.

Successful delivery of this strategy will require the effective management of the following key challenges:

- the scale of the financial savings
- potential further reductions in government grant funding
- a need to increase staff understanding and connection with other teams and also involvement with wider corporate initiatives
- engaging the public and third parties in voluntary service provision
- the potential closure of Consumer Direct service
- growth in demand for reactive services reducing capacity to deliver preventative work streams

The Cabinet has already endorsed Fire & Rescue response targets (80% incidents attended in 11 minutes, 95% in 14 minutes). The current targets can reasonably be expected to be met, with a minimum station disposition (using predominantly Retained Duty System staff) of 24 fire stations and 34 front line fire appliances. From now until 2014/15 the services will continue to:

- Focus predominantly on 'Prevention and Protection' activities to minimise the need for 'Response' resources
- Remain committed to operational excellence, measured by the speed and weight of response to incidents and staffed by competent employees or partners
- Maximise productive use of the 'standing assets' (capital assets, people and 'brand') delivering directly or co-ordinating third party actions designed to improve community safety
- Develop a range of specific activities (minimum one scheme in each of the 14 localities) designed to meet local needs to improve community safety
- Implement wider corporate and community use of Fire Stations
- Use volunteers and other partners to:
  - Increase the number of referrals from other agencies identifying potential threats to or vulnerable people requiring services (Rogue Traders, Domestic Violence Reports, Home Fire Safety Checks)
  - Conduct specific activities on behalf of Oxfordshire County Council, e.g. Home Fire Safety checks fitting smoke alarms/security products
  - Provide youth programmes, e.g. Junior Citizen activities

- Develop and implement effective data sharing protocols
- Exploit synergies between the Fire and Rescue Service and Social and Community Services support services - allowing for integration where effective
- Deliver excellent Customer Service by exploiting the 'can do' attitudes of response staff
- Use intelligence-led customer analysis to target support to 'at risk' and vulnerable groups and communities
- Facilitate the most efficient contribution to local community safety priorities from County resources
- Develop the integrated Road Safety team working with partners to maintain the reduction of those killed and seriously injured on Oxfordshire's roads.
- Work collaboratively with partners to maintain the reduction of those killed and seriously injured on Oxfordshire's roads<sup>1</sup>

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<sup>1</sup> E.g. Fire and Rescue Service collaborative initiatives in Thames Valley



## Fire & Rescue and Emergency Planning

Year on Year	2013/14 £m	2014/15 £m
Pressures & Investments	0.307	0.200
Savings	-0.426	0.000

### Delivering efficiencies in the Fire & Rescue Service:

Savings included in the current Medium Term Financial Plan are as follows:

- **Service Review**, including current Integrated Risk Management Plan (IRMP) projects, the national strategic review of the Fire & Rescue Service and synergies with Children, Education and Families (CEF) and Social and Community Services (SCS) Directorates. This includes:
  - Removal of one fire engine - **Already implemented**
  - Reduction of one Technical Fire Safety managerial post–**Already implemented**
  - Reduction of 2 whole time operational fire-fighters through an establishment review at Banbury and Slade Park (Cowley) fire stations - **Already implemented**
  - Structural review to highlight any further efficiencies in relation to managerial posts, which takes into account the need to maintain a 24 hour a day - 7 days a week - 365 days a year emergency response services – **In progress**
  - Incorporating the Oxfordshire County Council Road Safety plan from the Environment and Economy Directorate and identifying any potential for streamlining its workforce - **Implementation in progress**
  - Remove the Retained Recruitment Officer post and transfer all functions to other managerial positions - **Already implemented**
  - Reduce the Assessment Centre promotion and selection processes and medical related expenditure – **Already implemented**

An integrated approach will allow a common customer database therefore allowing us to target our resources to those most at risk. Efficiencies being realised as a result of this include:

- Removal of one managerial/support/clerical post– **In progress**

- Savings (for the Fire and Rescue Service and Emergency Planning) from more effective procurement (including directorate, regional and sub-regional initiatives)– **In progress**
- Explore opportunities to assist the Customer Services Centre in providing its out-of-hours service– **In Progress**

Additional efficiencies identified in the 2012/13 Service & Resource Planning process resulted in the following:

- Reduce initial firefighter trainee training volumes (by increased reliance on qualified fire-fighters transferring into the Service)– **Already implemented**
- Progress opportunities to share properties and services with other directorates and partners, such as South Central Ambulance Service and Thames Valley Police - **In progress based on specific projects in conjunction with the rest of the County Council as part of the wider asset management strategy**
- Increase income from selling spare places on internal courses to local organisations who also wear breathing apparatus / require specialist driver training<sup>2</sup>–**In progress**
- Reduced employer pension contributions as more wholetime and retained fire fighters join the new fire pension scheme. This is affected by the increased pressure of more fire fighters joining the scheme and back pay for retained fire fighters.- **In progress**
- Reduced number of emergency callouts by promoting education and measures to prevent fires eg install smoke alarms – **In progress**
- Establish a single Thames Valley Fire Control Centre by 2014 in partnership with Royal Berkshire Fire & Rescue and Buckinghamshire and Milton Keynes Fire & Rescue. This is supported by a grant of £1.8m from central government.- **In progress**

New savings identified as part of the 2013/14 Service & Resource Planning Process are as follows:

**14SCS29** - Whole – time fire fighter pension savings £0.050m

**14SCS30** - Reduced emergency call outs for retained fire fighters £0.030m

Oxfordshire Fire and Rescue Service has been subject to several external assessments and inspections all of which identified that we remain high performing and low cost and maximise the use of our human capital, so therefore there is very limited managerial capacity remaining.

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<sup>2</sup> Limited to cost recovery and contributions to overheads only

### Capital Implications

Capital grant of £1.3m and revenue grant of £0.5m has been received from Department for Communities and Local Government for the fire control programme. Our two partners have received the same levels of grant. So the capital investment concerning the Thames Valley Fire Control Centre will be cost neutral to Oxfordshire County Council.

Changes in the central government capital grant funding process from 2013 means that we now need to submit bids for specific capital projects based on innovation and efficiency.

### **In relation to Emergency Planning, the following efficiencies have been identified:**

- **Reducing Print Costs** - using the intranet, Thames Valley local Resilience Forum website and National Resilience Extranet (for Business Continuity purposes) to store emergency and business continuity advice and plans - making updating easier, faster and cheaper. Planning internet pages to provide a one-stop location for advice and resources with a review of content and signposts offered– **In progress.**
- **Partnership Working with District Councils** - Delivering a three-year Memorandum of Understanding between Oxfordshire County Council and the District Councils to develop Oxfordshire plans - reducing duplication and encouraging all local responders to act together in response to alerts or events for a faster, more efficient response. - **In progress**
- **Online and Flexible Training** - on specific plans and in skill-sets to facilitate training in own-time and prevent travel. Where possible, sharing training with District partners, encouraging commonality of approach, offering courses at several locations to reduce travel and increasing opportunities for mutual aid in the future.– **In progress**
- **Resilience During Emergencies** - Working with the Customer Service Centre to identify opportunities to provide a more robust and customer-focused telephone and information system for use during an emergency to warn & inform the public of risks and assist residents to help themselves through an event– **In progress**
- **Community Emergency Plans** - Support further development of community emergency plans across all Parish and Town Councils using an Oxfordshire County Council template. Also promoting business continuity to the local businesses with partner agencies–**In progress**
- **ICT Resilience** - supporting ICT resilience through liaison with the Business Continuity Steering Group (BCSG) and ensuring that flexible Business Continuity plans are in place across the organisation– **In progress**

Impact on other Council services

Staff within the Customer Services Centre may have to undertake additional 'co-ordinating' responsibilities due to the removal of the retained recruitment officer post, as well as the improvement in resilience during emergencies.

Capital Implications

The savings listed above are not dependent on capital funding and will not release any capital assets.

## Community Safety – Safer Communities Unit

Year on Year	2013/14 £m	2014/15 £m
Pressures & Investments	0.000	0.000
Savings	0.001 <sup>3</sup>	0.000

During 2011, a review of the Oxfordshire Safer Communities Partnership was completed to ensure the partnership was ready for the changes likely to arise following the election of the Police and Crime Commissioner for the Thames Valley. A key change to the partnership was the adoption of a strong business planning cycle designed to identify and tackle the most significant community safety risks for Oxfordshire. Going forwards, the Safer Communities Unit will have an important role in supporting the partnership to identify these risks and to plan effective interventions. The Unit will also need to support the process for fund bidding from the Police and Crime Commissioner, the success of which could be crucial in determining how much resources come into Oxfordshire.

Currently, the County receives the Community Safety Fund which replaced the Stronger and Safer Communities Grant and Young People's Substance Misuse Grant from April 2011. This grant reduced by approximately 50% in 2012/13. This funding will be allocated to the Police and Crime Commissioner rather than directly to local authorities from April 2013. The County Council will still be a statutory community safety partner and will continue to provide £0.200m funding to the district councils for the financial year 2013/14.

The recent Thames Valley Police Force restructure resulted in structures which support work at either at a Local Policing Area level (aligned with District Council boundaries) or at a force wide level. The Oxfordshire wide structure (Basic Command Unit) has been removed. As a consequence, in order to provide for clear links between Oxfordshire County Council and Thames Valley Police and to maintain strong county-wide partnerships, a temporary joint Community Safety Manager position has been created. This position replaces the Safer Communities Unit manager post.

Reduced funding may result in Community Safety Partnerships refocusing their resources and partnership activities. This will not affect the core service provided by the Safer Communities Unit but may affect joint funded projects posts that we host (e.g. the County Domestic Abuse Co-ordinator). The unit will work closely with the Community Safety Partnerships to mitigate the effects of any reduction in funding.

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<sup>3</sup> This relates to a one-off saving that falls out at the end of 2012/13.

Delivering efficiencies

The Safer Communities Unit budget includes an element which is passed through to local Community Safety Partnerships. For 2011/12 this was reduced by 21.6% to £0.511m (from £0.652m in 2010/11) – **Already implemented.**

Impact on service users and communities

Any reduction in funding for Community Safety partnerships will have a direct impact on the community safety activities undertaken by the partnerships. From April 2013 specific community safety grant funding (£0.287m) will be channelled via the Police and Crime Commissioner. They will hold the responsibility for decisions on activities and projects to fund. The Community Safety Partnership will need to adapt to manage any service delivery changes from this new funding arrangement. The funding currently allocated to local Community Safety Partnerships by the County Council is used by partnerships to support community safety officer posts to coordinate and deliver community safety projects addressing identified local priorities.

Partnerships will determine how to manage the impact of any reduction but an inevitable consequence is likely to be a reduction in coordinated County wide activities and partnership working.

Capital Implications

There would be no capital assets released as a result of the changes.

## Community Safety – Trading Standards

Year on Year	2013/14 £m	2014/15 £m
Pressures & Investments	0.000	0.100
Savings	-0.082	-0.100

The Trading Standards Service enforces approximately 80 Acts of Parliament and several hundred sets of subordinate legislation on behalf of the Council. The wide remit of the Service includes but is not limited to activities such as:

Food safety  
 Fair trading and fraud  
 Illegal money lending  
 Counterfeiting,  
 Farm animal health and welfare controls  
 Under-age sales  
 Product safety  
 Overweight heavy goods vehicles  
 Doorstep crime  
 Storage and sale of hazardous substances

In respect of the duty to enforce legislation, no general minimum requirement is defined. However, the Service prioritises its response to alleged breaches of consumer protection legislation and only responds to complaints and intelligence that require a response to prevent harm (physical or economic). This is currently 42% of all complaints that on initial assessment suggest that a breach of legislation has occurred. In addition, the service already fails to meet the requirements of the national risk assessment scheme which should be used to determine the frequency of inspection of businesses within the county.

### Delivering efficiencies

From April 2012 a National Trading Standards Board was established which is responsible for allocating Government funds to tackle national or regional consumer protection threats. It is likely that significant funding will be available for local authorities either

individually or in collaborative groups for both short-term projects and long-term service provision. It is intended that Oxfordshire will seek to capitalise on these opportunities where they can provide income and support the achievement of outcomes in Oxfordshire.

The existing plans to deliver efficiencies as included in the existing Medium Term Financial Plan still apply:

- Consumer Direct - Citizen's Advice have taken on responsibility for the Consumer Direct service. Our first tier consumer advice service has now been transferred to the national Citizens Advice Consumer Service. Businesses and consumers in Oxfordshire receive initial advice from this service and are then referred to us where the consumer is vulnerable, the matter is complex, face to face advice is required or where it appears that there has been a breach of legislation. – **Already implemented.**
- Complex Citizen's Advice Cases - Complex cases or those requiring face-to-face advice are passed to local Citizens Advice Bureaux and Trading Standards Services. Therefore, a new working relationship between local Bureaux and Trading Standards is required. – **Already implemented.**
- Community Liaison Officer Posts – Reducing these posts from 3 to 2. These posts engage with communities in order to identify their needs for our services and deliver events and projects designed to raise awareness of consumer issues. The reduction in posts will require the team to target work towards the most vulnerable areas and communities of Oxfordshire – **Already implemented.**
- Managerial and Internal Restructure - to support the business strategy principle of reducing the number of managers in the organisation – **Already implemented.**
- A review has been completed of the benefits, risks, costs and feasibility of developing a shared Trading Standards Service with another local authority. The business benefits were not sufficient for this option to be implemented in full but less formal collaboration is still being considered. – **In progress – pressure of £0.100m arises from non – achievement of original saving.**
- Increasing Grant Income - initial plans envisaged an increase in grant income to £0.090m net from 2012/13. It has not been possible to deliver this proposal. Income across the Community Safety Services will be sufficient to meet any shortfall in Trading Standards income particularly given the likely income levels of the Gypsy and Traveller Service.

#### Impact on service users and communities:

New funding opportunities may mitigate some of the effects of these reductions. The Service already operates a minimum service in respect of business inspections and in response to complaints. The proposed changes will focus resources more on reactive 'response' services. The reduction in Community Liaison Officer posts will result in a reduced community engagement and harm prevention activities (e.g. doorstep crime training for carers, promotion of the Stop Loan Sharks project, support for the Junior Citizen programme, proactive business legal advice). A reduction in managerial posts will result in a change in enforcement



capacity and capacity to investigate complaints. The potential for collaboration will enable some of this impact to be mitigated through shared resources and expertise.

Impact on other council services:

Reducing prevention work may affect support and delivery of electric blanket testing and the Junior Citizen programme which may have an impact on the Fire and Rescue Service. The management restructure will impact on internal workloads and could have a knock-on effect on support provided to other services. Significant pressures could arise on managers when the volume of legal work is high.

Capital implications

There are no capital implications in the changes being implemented.

## Community Safety – Gypsy and Traveller Service

Year on Year	2013/14 £m	2014/15 £m
Pressures & Investments	0.000	0.000
Savings	0.007 <sup>4</sup>	0.000

The Gypsy & Travellers Service provides landlord services for some 80 families resident on the County Council's 6 permanent sites as well as safeguarding the county's settled communities from the problems associated with unauthorised encampments. The service also provides this function for Buckinghamshire County Council and Brent Housing Partnership which are generating additional income. Further contracts are being sought.

There is no statutory requirement on the County Council to provide permanent gypsy and traveller sites. However, we own the Oxfordshire sites and as such have a duty to maintain them. The cost of doing so is minimised by efficient running of the sites to collect rent and ensure high site occupancy.

In respect of unauthorised encampments, the team's work directly supports the Authority to discharge a range of statutory responsibilities, e.g. to provide for welfare and education needs of travellers and to deal with obstructions on the highways. In addition, the team's work minimises clean-up costs and promotes good relationships between the settled and traveller communities.

### Delivering efficiencies

Income Generation - The Gypsy and Traveller Service generates income of £1m from contracts and rents, leaving a net cost to the service of £0.109m. Further contract or consultancy opportunities are being sought which may reduce the cost of the service further– **Currently being examined.**

### Impact on service users and communities:

As the proposals are income generating, there are no negative impacts on communities.

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<sup>4</sup> This relates to a one-off saving that falls out at the end of 2012/13.

Impact on other council services:

There are no implications on other council services.

Capital implications:

There are no immediate capital implications from the proposals. Any increase in contracts for service provision could lead to an increased need for staff and associated office space.

## **External pressures**

### **Additional Pressures from 2013/14 – Fire & Rescue, Community Safety and Trading Standards**

**14SCS31 Fire and Rescue £0.200m** from 2014/15 - Changes to the firefighter pension scheme allowing retained firefighters who were employed between 2001 and 2006 to join the old pension scheme and buy back pensionable service. This is an estimated cost pending publication of the national agreement. The number of retained staff who will opt to buy back service is not yet known.

**14SCS32 Trading Standards £0.100m** from 2014/15 – pressure arising from non – achievable saving from joint working.

### **Risks potentially leading to additional funding pressures**

All our Services recognise the financial climate and the need to promote innovation and increased efficiency in addressing new challenges. There are numerous small scale examples where individuals and their managers have come up with minor service amendments which have either increased resilience, improved performance or made a financial efficiency. This approach will continue and, wherever possible, new pressures will be met within the services concerned.

However, there are also a number of financial challenges – some, as yet, are undefined - which may be beyond the scope of the services to absorb within current budgets. These include:

#### **1. Warwickshire – Increasing Health and Safety implications for Firefighters / Fire Service operations**

Following the four Warwickshire fire fighter fatalities, the sector is awaiting detailed evidence from the Health and Safety Executive and Police following the recent trials. This matter has the potential to place an increased level of training burden on our retained workforce, as well as other operational requirements such as the provision of specialist equipment and levels of command and control at incidents.

#### **2. Firefighter Personal Protective Equipment**

After extending its current contract which commenced in 2001 for an additional two years, and deciding to step back from a South East contract that would have increased costs of Oxfordshire Fire & Rescue in the region of £0.090m per annum on its current budget, Oxfordshire Fire & Rescue via Oxfordshire County Council procurement has successfully undertaken its own tender exercise and has awarded a new 8-year contract to Lion Apparel Systems. The resulting ‘total care’ contract will guarantee high-quality, comparable fire kit for firefighters, at a cost of £0.047m per annum less than the South East contract and avoiding some of

the potential cost escalation contract clauses in that contract. Nevertheless, despite the clear value for money the contract offers, it is still £0.051m per annum more expensive than the current budget. The Fire & Rescue Service will seek to manage this pressure from within its total budget.

## **General Risks**

### **1. Fuel**

With on-going inflationary increases in the price of fuel, Community Safety services continue to have additional pressures placed on them due to their reliance on diesel to deliver public services.

### **2. Maintenance of Buildings**

The capital building stock of the Service is requiring regular maintenance, which, in conjunction with the rapidly developing urban areas across the county and the associated congestion of the road network, is putting increasing pressure on the Service to consider a major building programme that could see fire stations being relocated in order to better meet current response time targets. This pressure, however, may have longer-term benefits associated with it as the Service continues to proactively look to share assets with other Oxfordshire County Council services and partners, such as Thames Valley Police, neighbouring Fire & Rescue Services, district councils and the Ambulance Service. – Therefore consolidating public sector capital assets in the county over time.

## Summary

The Services of the former Community Safety Directorate are embarking on a significant period of change as we continue integration with Social and Community Services and other partners. Coupled with the comprehensive national strategic review of Fire & Rescue Services and the work within Trading Standards around forming external partnerships require significant change management.

Within Fire and Rescue, there is a significant challenge in order to meet the original £0.662m efficiency saving that remained 'to be identified' in the current Medium Term Financial Plan. The Service's history of a low cost base and previous efficiencies means there is little capacity for the delivery of further savings without significantly causing detriment to the front line emergency response.

The previous announcements over the potential abolition of the Office of Fair Trading and the National Consumer Direct helpline creates uncertainty over government Trading Standards direction. However, the government appears to be wishing to pass responsibility for consumer protection and enforcement to the professional Trading Standards Officers at Local Authority level and, subject to accompanying resources, Oxfordshire County Council Trading Standards welcomes this future opportunity.

Our future approach will continue to involve re-engineering our existing working practices and through maximising the use of the councils assets (both human and capital), create an integrated service delivery to produce a safer, more informed society. **"Safer by Design"** is our vision for self-reliant safer communities, with enabling actions and resources provided or commissioned by Oxfordshire County Council, working in partnership with a range of third parties. Intelligence-led, locality-specific approaches will identify practical preventative measures delivered through internal resources and via community based partnerships. This will address many of the emerging societal risks that may occur. Through a truly integrated approach, we will seek to improve the safety, awareness and confidence of those who choose to grow-up, live, work or travel in Oxfordshire.



# **Environment & Economy Directorate**

## **Business Strategy**

**2013/14 to 2014/15**

## Introduction

1. 2013/14 will be the third of the four-year directorate business strategies. These were approved by Council in February 2011 and included savings of £119m to be achieved over the period 2011/12 – 2014/15. These are being achieved by reconfiguring services to establish a smarter, leaner and more cost effective operating environment, whilst at the same time reshaping services to fit the changed local and national policy environment. Funding for demographic and other agreed pressures was also built in.
2. While there have inevitably been some changes, the strategies are being delivered as planned with the majority of the original savings expected to be achieved. £27m remains to be delivered in 2013/14 and 2014/15 and is planned to be delivered in line with the Medium Term Financial Plan.
3. Changes to the funding of local government from 2013/14 and new pressures identified since the strategies were originally agreed mean there are now some changes to the savings required in 2013/14 and 2014/15. This revised strategy reflects the updated position and incorporates the £27m remaining original savings and changes that will be agreed by Council in February 2013.
4. New strategies will be developed as part of the Service & Resource Planning process for 2014/15 and will take into account the Government's next Spending Review.



## Directorate Overview

5. In 2010/11, the Environment and Economy Business Strategy set out clear proposals for radical change over the medium term period to 2014/15 to establish a smarter, leaner and more cost effective operating environment, whilst at the same time reshaping services to fit the changed local and national policy environment. This general strategy has held through the recent straightened public sector financial challenges and constraints. However there is a greater emphasis on the pace of change and the balancing of available resources towards front line customer facing services and focusing on the core strategic objectives of the County Council.
6. The new Directorate comprises Strategy & Infrastructure, Commercial Delivery and Oxfordshire Customer Services. A substantial part of the Directorate's spend is delivered through private sector providers, contractors or partners. A broad range of procured and contracted services are in place in relation to property and facilities management, integrated highways services, waste and resource management, dedicated transport services for the vulnerable, supported public transport services and ICT contracted services. These all have stretching cost, quality, performance and efficiency targets.
7. The challenge of delivering more for less is given greater clarity through the need to preserve and invest in the infrastructure which encourages both economic growth and wealth creation within Oxfordshire whilst ensuring targeted intervention to disadvantaged and deprived communities to enable access to goods and services for all who need them.

Year on Year	2013/14 £m	2014/15 £m
Pressures & Investments	7.133	3.567
Savings	-9.064	-6.884

**Note:**

*Pressures and investments are a combination those agreed in agreed in previous budgets and new pressures identified as part of the 2013/14 Service & Resource Planning process.*

*Savings are a combination of those already agreed and new savings identified as part of the 2013/14 Service & Resource Planning process.*

## Operating Policy Context

8. There has continued to be an unprecedented number of government reviews, consultations and policy reviews from the Department Business and Skills, Department of Transport, Department for Communities and Local Government and HMT, with impact on the Directorate. Major developments during the last year include:-
- No Stone Unturned: In Pursuit of Growth by the Right Honorable the Lord Heseltine of Thenford CH which focuses on developing an environment, both at a national and local level, in which businesses are able to thrive. The central message from the report is that drivers of the economy – business, central government and local leadership – “should be organised and structured for success” and includes a proposed overarching legal duty to have regard to economic development in all our activities.
  - Key measures within the Growth and Infrastructure Bill focus on proposed changes to the planning system. These have aimed to speed up the process and allow an appeal to the Secretary of State to seek renegotiation of affordable housing element of Section 106 agreements if a local authority has not agreed to modify the agreement or has failed to make a determination within a specified time.
  - The City Deal second wave announcement on 29 October 2012 included Oxford and Central Oxfordshire. City Deals invite cities and their wider areas to compete for deals that will see central government devolve powers in exchange for responsibility for delivering growth locally. City Deals are a key part of the Government’s objectives of rebalancing the economy and boosting private sector growth. It is hoped that City Deals will represent a genuine transaction between cities and Government, with ‘asks’ and ‘offers’ from both side.
9. In this emerging paradigm Oxfordshire is well placed, having successfully established a single Local Enterprise Partnership (LEP) for Oxfordshire. As a defined economic entity with key commercial sectors of national importance based on its tremendous science and technology networks, in particular, the “Oxfordshire Growth Arc” which comprises three priority areas for economic growth, enterprise and housing development in Oxfordshire over the next twenty years, focused on Oxford, Science Vale UK (which includes the Enterprise Zone) and Bicester. The Directorate has also continued with its Transition Programme through which resources are being realigned so as to support delivery of economic growth in localities. In support of this objective additional capacity is being put into supporting the economy and skills agenda.
10. Over the next twelve months this agenda will continue to play out. We will continue to support the LEP and help deliver its priorities. We will work across the public sector locally and with central government agencies to deliver the priorities identified in Oxfordshire’s

Local Investment Plan. Our Transport Strategy supports the local economy and aims to develop a truly integrated transport system. We are working with infrastructure network providers to develop and implement a better broadband solution for Oxfordshire which will improve broadband speeds and reliability by 2015 and we will continue to support the work of the Oxfordshire Skills Board.

11. This matches the Council's strategic objectives for "a Thriving Oxfordshire". The Directorate plays a critical role in this ambition, in particular by:

- Working with leading businesses and business networks to create the conditions that support new high value jobs and increased Gross Value Added (GVA)
- Providing the critical infrastructure necessary for Oxfordshire's economic growth and social development
- Facilitating the balance between growth and environmental quality
- Delivering the internal county council infrastructure through Oxfordshire Customer Services and the strategic management of the council's property assets.

## Delivering the Business Strategy

12. Our broad approach to delivering the business strategy was established two years ago, and remains a central plank of the overall council ambition. Specifically our approach is centred around five key areas which we will continue to pursue through these changing times.

- **Generating efficiencies through procurement:** We have re-tendered our key high value contracts in Highways, Waste and Property and Facilities. In each case we have sought contract efficiencies in excess of 20% and have negotiated shared risk partnering arrangements. We will continue to drive out contract savings through category management of our main areas of spend.
- **Directorate Transformation & Re-structuring:** The transition to new models of delivery in the Commercial Division and Strategy and Infrastructure Division will establish leaner operational structures, strengthening our strategic and policy focus whilst developing an environment which will provide a more integrated approach to service delivery based on customer and community based outcomes. This environment will also provide greater opportunity to further develop the different partnership working arrangements with our public and private sector partners, and to work more strategically across all our services whilst delivering operationally in a more commercial manner. All of which will lead us to become a leaner, more effective and customer focused organisation which will also generate the savings required in the Business Strategy. Oxfordshire Customer Services (OCS) is continuing with its Customer Services Programme which aims to transfer more services into the Customer Service Centre (CSC), reduce the number of publicised contact routes and focus on first time resolution.
- **Prioritisation of our services:** Our focus remains on the delivery of statutory and high political priority services. We will therefore need to develop and maintain the strategic capacity necessary to support leadership by the Council and their partners in maximising the opportunities for economic development and smart growth.
- **Review of Income:** Our main area of increased income generation in the medium term is through a combination of new/increased charges for our Park & Ride and On/Off Street parking services. The increased momentum of schools wishing to become academies provides challenges for maintaining income generation for support services provided within Oxfordshire Customer Services and our catering and cleaning services provided for through the new Carillion Capita Symonds (CCS) contract. The charges made will be subject to review, although many are limited by statute to cost recovery.
- **Strategic management of property:** Effective asset management is central to the County Council's overall business strategy both in terms of its interdependencies with all of the service Directorates and the Council's relationship with local communities. We continue to be on track to deliver the reduction in the revenue cost of the council's non-schools portfolio by 25%, increasing the amount of property that is Fit-for-Purpose and reducing our energy consumption. The Corporate Landlord approach is

addressing our presence in the community and is being used to realise the real community and service benefits of co-location i.e. asset led locality reviews and collaborative working with partners (which are taking advantage of opportunities to improve co-working with other public sector bodies). During 2013/14 due to the success of our strategic approach to capital investment and development of agile working strategies, there will be opportunities to have a more radical consideration of our office accommodation strategy, which anticipates significant further rationalisation around key sites in the longer term.

13. The agreed business strategy for 2012/13 included £10.156m of net savings. As of October 2012, we had already delivered or planned to deliver 97% of the savings required for 2012/13. Individual projects to deliver the Business Strategy are being managed well by staff across all areas of the Directorate and these projects are achieving both the savings and service changes that we set out last year. Although a firm foundation is in place to achieve the vast majority of our longer term targets, regular monitoring has identified pressures associated with the non-realisation of certain savings targets within the Medium Term Financial Plan (MTFP).
14. Our performance is monitored on a monthly basis through the Business Strategy Group and the outcome of that monitoring has been the focus of the new pressures identified as part of the Service and Resource Planning process. Eg, the Customer Services Centre where the transfer of six additional services within the year placed higher than anticipated pressures on service delivery and led to a re-appraisal of the previous £0.321m savings target. In addition, the remaining unachievable savings within the outstanding 3% are dealt with in specific sections of this strategy document.

#### **New Pressures and Savings in the Medium Term Financial Plan (MTFP)**

15. Variations to the MTFP have been identified over the planned period. They are set out in Annex 3 of the main report - Summary of changes to the Business Strategies and MTFP. Following a rigorous reappraisal of all budget lines, the Directorate is confident that the proposed variations considered in each service plan will be sufficient to deliver the overall financial target for the period.

#### **Uncertainties & Risk**

16. In the next year, we face particular challenges in the following areas:

- Contract Efficiency: Following the successful market testing and procurement process of the new integrated highways contract and the property and facilities management contract we have significant efficiency targets to meet which will require robust contract management.
- Pace and expectation: The corporate asset landlord function and the corporate information technology provider require us to consider both a strategic approach whilst remaining flexible to respond quickly to radical changes in Service directorate business models. In addition the locality agenda places significant tensions on resources and workload planning. Often managers in these

areas are juggling competing demands and priorities. Early engagement and clarification of needs is a prerequisite of a successful outcome. Lead-in times for the provision of infrastructure to enable changes of business delivery models and of location require to be realistically costed alongside the development of the service directorates' business plans and delivery timetables.

- Organisation resilience – the Directorate has sought to move quickly and bring forward the new models of delivery early. This has achieved savings; however, it has become clear that the new model requires some on-going capacity into 2013/2014 in order to support the Transition Programme.

## Strategy and Infrastructure

Year on Year	2013/14 £m	2014/15 £m
Pressures & Additional Funding	-0.472 <sup>1</sup>	0.418
Savings	-0.279	-0.143

**Note:**

*Pressures and additional funding are a combination those agreed in agreed in previous budgets and new pressures identified as part of the 2013/14 Service & Resource Planning process.*

*Savings are a combination of those already agreed and new savings identified as part of the 2013/14 Service & Resource Planning process.*

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17. The Business Strategy for 2012/13 outlined the significant transformation required to align service delivery to the corporate business strategy themes. This theme is continued forward into 2013/14 as we continue to refine our operational structure to deliver agreed efficiencies and improve the customer focus for service delivery.

18. The creation of the Strategy and Infrastructure Planning division brings together business activities that were previously located within Growth and Infrastructure and Highways and Transport. The vision for the Division is –

***“To lead in the planning and implementation of strategic infrastructure that supports Oxfordshire’s ambitions for a thriving economy, delivering services that make the maximum contribution to achieving the Council’s corporate objectives.”***

19. The role of the division is to:

- Define the longer term strategic planning policy framework for Oxfordshire and work with partners at the locality level to turn that framework into a medium term programme of projects that contribute towards delivering agreed outcomes for that locality.

<sup>1</sup> This relates to one-off pressures that fall out in 2013/14

- Discharge the County Council's statutory planning and regulatory functions in support of delivering agreed outcomes at the locality level.
- Facilitate and support sustainable economic growth, utilizing and unlocking the potential of the skills base within Oxfordshire.

20. Business activity in Strategy and Infrastructure Planning is now managed through four service areas:

- Planning, Environment and Transport Policy.
- Infrastructure Development.
- Planning Regulation.
- Economy and Skills.

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21. There will be a strong working relationship between all four services. Policy development needs to be informed by practical experience of delivery, whilst a policy framework that is outcome focused will help prioritise activities within localities. The work of the Planning Regulation service is shaped by the Planning, Environment and Transport Policy and Infrastructure Development services. The Economy and Skills service team provides an overarching context within the other three service areas.

22. The new operational structure will adopt a more agile way of working, one that will see individual teams formed to address clearly identified programmes by drawing upon the skills available across the Directorate and beyond. A more agile way of working provides the flexibility to target resources to priority activities, ensuring that staff resources are effectively managed and costs controlled. Clear lines of responsibility and accountability will help empower individuals and promote innovation and creative problem solving. At the same time they will ensure that individuals have clarity on where to seek guidance and support when faced with more complex challenges.

23. A more rigorous approach to business planning across the Strategy and Infrastructure Planning division will ensure the key programmes are identified, an appropriate level of management resource identified and performance monitored against agreed performance measures. The Directorate's comprehensive approach to Forward Planning will ensure that key decisions are properly planned and made in a timely manner. The philosophy of the division will be one of seeking continuous improvement in the services it delivers.

24. The Strategy and Infrastructure Planning division will promote 'one voice' on behalf of the County Council. It will use its technical



expertise and experience to ensure an evidence based approach to its work: at the same time it will apply political awareness and pragmatism to promote practical, outcome focused solutions that benefit the wider community.

25. Implementation of the new operational structure is being overseen by a transition team drawn from across the Directorate, supported by finance and human resource business partners. The Planning, Environment and Transport Policy, Infrastructure Development and Planning Regulation service teams will be in place from 1 February 2013: a revised Economy and Skills service team from April 2013.

### **Update on the Delivery of the Business Strategy**

#### **Planning, Environment and Transport Policy**

26. The Planning, Environment and Transport Policy service provides leadership in defining the longer-term policy framework that then shapes the division's activities in localities. The service comprises six teams:
- Policy and Strategy – responsible for the Division's work on strategic planning and transport issues, including engagement with national Government and its delivery agencies, as well as providing the County Council's input into the work of the Spatial Planning and Infrastructure Partnership.
  - Transport Planning and Priorities – responsible for ensuring that the County Council's strategic responsibilities as Local Transport Authority are discharged, including the identification and prioritisation of major transport projects.
  - Property Asset Strategy – responsible for setting and overseeing strategic policies in respect of the County Council's property estate, including its engagement with other local authorities and public sector agencies. The service will look to minimise the cost of the property estate, seek opportunities to co-locate services with other public sector agencies and look to maximise the return realised from the sale of surplus property.
  - Environment, Energy and Travel – responsible for taking forward the Division's work, often with third parties, to promote and effect change in behavior, including the work focused on managing the County Council's energy demands.
  - Waste Strategy – responsible for setting and overseeing strategic policies in respect of waste management, including the County Council's input into the Oxfordshire Waste Partnership.
  - Historic and Natural Environment – responsible for ensuring that the importance of the historic and natural environment is

reflected throughout the Division's activities.

27. Effective asset management remains a central plank of the County Council's overall business strategy both in terms of its linkage with all of the other service Directorates and the Council's relationship with local communities. The overarching vision remains one of delivering an effectively planned, used and managed public sector estate that makes the maximum contribution to achieving the Council's corporate objectives, whilst at the same time reducing its cost.
28. With the successful commencement of the new Property and Facilities contract in July 2012, the Property Asset team is focused on ensuring the strategic framework for the County Council's property estate is kept up to date and delivered through the contract. This includes:
- a) Asset Rationalisation – delivery of the agreed programme of public estate disposals continues to be taken forward. This will deliver the revenue savings of £1.1m identified in the MTFP: potentially more depending on the outcome of detailed business cases or the major parts of the programme. In the process, this will realise capital receipts of approximately £3.2m. Implementation of the disposal programme will reduce the number of offices by up to 40%. Delivery of the programme requires funding up front (both capital and revenue), which will subsequently be recovered through the savings and further receipts realised.
  - b) Locality Reviews – increasing emphasis is being given to identifying and then realising opportunities to co-locate public sector services within individual localities. Work continues with the pilot programme of property led locality reviews through which opportunities for rationalisation of the public estate are being identified. The pilot programme comprises reviews for Berinsfield, Blackbird Leys, Banbury, Bicester and Didcot. Where appropriate each review is taking into account other public sector assets in order to afford a comprehensive picture of the opportunities for co-location that exist. The outcome of the pilot programme is being fed into the asset rationalisation programme.
  - c) Corporate Landlord – in April 2012 the Property and Facilities function took on responsibility for all property related issues, including county-wide facilities management services. A key milestone for the Property and Facilities Contract is the completion a condition survey of the property estate. This will allow the scale of the maintenance backlog to be updated and the implication of a continuation of the current non-essential maintenance 'holiday' beyond 2014/15 to be assessed.
29. Changes to the way in which we work and the move towards new models of service delivery for County Council services will challenge previously held assumptions on asset provision. For example, greater agility in the way members of staff work will reduce the need for desk space potentially providing opportunities for further reduction/consolidation in the property portfolio.
30. We will review what is an appropriate level of presence in local communities through the use of property led locality reviews, the

co- location of public services and alignment of approaches to asset management. This will be done across the public sector portfolio and would undoubtedly lead to further rationalisation of the property estate. However, in order to take this forward there will need to be a broad agreement across the directorates as to the approach to be adopted, in particular the basis on which costs and savings might be attributed.

31. From April 2012 all energy bills have been managed by the Property & Facilities team. The over-riding challenge facing the County Council is the need to improve its resilience to increasing energy prices. Energy costs continue to rise, with some providers forecasting a 50% increase in energy prices over the next 5 years. If the Council's energy consumption remains static over this period these gross cost pressures (which include Carbon Tax) would manifest themselves in a £3m increase in energy costs for property and street lighting, and an increase of £4m for schools in their energy bills by 2015/16.
32. Existing proposals set out in the current Business Strategy – including the rationalisation of property assets, investment in energy efficiency and installation of renewable energy sources – will offset no more than 20% of the increase in costs of energy (excluding schools). In addition to the direct impact of increased energy costs on our ability to deliver services, it is important to remember that the Council's overall level of energy determines its liability to pay the Energy Tax (Carbon Reduction Commitment tax).
33. In light of the pressures arising from increased energy costs there will be an on-going need for further capital investment in measures that will reduce energy consumption. These could be realised through a combination of further reduction in our property asset and/or co-location of services as well as investing in measures that increase energy efficiency and/or increase our use of renewable energy. The programme of works required to deliver the necessary level of cost avoidance across the next five year period will be developed as part of the overall asset management programme.
34. The Joint Municipal Waste Management Strategy provides the framework for managing waste in Oxfordshire. Responsibility for the strategy rests with the County Council working in partnership with the district and city councils through the Oxfordshire Waste Partnership.
35. The five year review of the strategy has taken place during 2012/13. The success of the strategy is evident in the increased rates of recycling and composting being achieved, which places Oxfordshire at the head of national performance. This has enabled higher targets to be adopted for the next five year period. The success is built on the back of investment by the county, district and city councils in waste collection and management systems.
36. The County Council as the Waste Disposal Authority has a statutory obligation to provide places for members of the public to deposit their household waste. The enhanced kerbside services introduced by the district councils have reformed and reshaped waste collection. Every house in Oxfordshire now has a comprehensive kerbside collection scheme including food waste so the need for people to use their local household waste recycling centre has reduced.

37. In April 2011 the County Council approved a revised household waste recycling centre strategy. An implementation plan designed to deliver that strategy was put in place in 2011. Changes to the strategic context means that there is a need to review and update the detail of the implementation plan. Specifically, there is a need to consider the implication of significantly higher levels of planned growth in Bicester, the decision not to proceed with the proposed facility at Kidlington and the opportunities to introduce 'reuse' operations at some of the existing household waste recycling centres. The review of the implementation plan is required in order to manage additional pressures on the budget. The outcome of the trial of reuse operations at household waste recycling centres will play a significant part in redefining the implementation plan.

### **Infrastructure Development**

38. The Infrastructure Development service provides leadership in turning the policy framework developed by the Planning, Environment and Transport Policy service into five year plans that are bespoke to individual localities. These in turn are then used to commission the preparation of two year programmes from the Commercial division. These will set out in greater detail the County Council's infrastructure and service requirements in individual localities. Delivery of those requirements will be undertaken working with colleagues and partner organisations within the Commercial division.

39. The primary focus of the service is the major areas of growth in Oxfordshire (in alphabetical order):

- Banbury
- Bicester
- Carterton
- Oxford (and environs)
- Science Vale UK (including Didcot and the Enterprise Zone)
- Witney.

40. The service will work closely with the district and city councils as they prepare their Local Plans to ensure that they take into account the infrastructure and revenue consequences of planned growth for services provided by the County Council. The transition from the current developer contribution regime (via Section 106) to the Community Infrastructure Levy will require careful management if opportunities to secure funding for infrastructure are to be realised. It is highly likely that there will be a degree of overlap between the two systems in the period to 2014.

41. The developer funding team within this service will continue to manage developer contributions on a corporate basis, working closely with individual services across the County Council to ensure investment is delivered in timely manner and co-ordinated with other

investment programmes. Increasingly the funding package for new infrastructure will be require a blend of funding sources. This will require key skills to be retained within the service.

### **Planning Regulation**

42. The Planning Regulation service brings together the County Council's statutory planning and transport functions into a single group. The service comprises three teams:

- Minerals and Waste Policy – responsible for the preparation of the Minerals and Waste Local Plan.
- Development Management – responsible for discharging the County Council's statutory duties as the Minerals and Waste Planning Authority, including monitoring and enforcement of planning permissions.
- Transport Development Control - responsible for providing transport comments on planning applications that the district and city councils determine.

43. Work on the Minerals and Waste Local Plan continues to move forward. In April 2012 the County Council agreed to submit the draft Local Plan to the Secretary of State. A final round of public consultation on the draft Local Plan was undertaken over the summer, the results of which were included as part of the package submitted to the Secretary of State in the autumn. The Government has appointed an independent Planning Inspector to conduct the Inquiry into the draft Local Plan: it is anticipated that this will take place in late spring 2013.

44. The processes and procedures employed within the Development Management team have been updated following a thorough review. In addition the content of standard planning conditions used by the team have also been reviewed and updated, in the process reflecting on the experience of the monitoring and enforcement team. The Development Management team has been at the forefront of the 'one voice' project. As part of this greater use is being made of electronic systems to record the decision making process for planning applications. The team continues to look for ways in which member engagement in the process can be improved.

45. A review of the processes and procedures used within the Transport Development Control team will begin in early 2013. This will draw upon the experience gained in undertaking such a review of the Development Management team. Opportunities to align the two sets of process and procedures and to simplify them will be taken forward as a priority. With pressure on staff resources continuing to be an issue during the course of 2013 the team will work with the district and city councils to identify opportunities to develop standard advice that can be applied to smaller scale planning applications. This will enable the staffing resource available to be concentrated on the more significant and/or complex planning applications.

46. The Government continues to delay the publication of detailed regulations and guidance that will enable the County Council to set its own fees for planning applications. In the short term, this limits our ability to generate additional income. However, we have introduced charges for pre-application advice (where the County Council is the Local Planning Authority), and continue to charge for work in relation to archaeological briefs.
47. Notwithstanding the lack of progress by Government we continue to make the necessary preparations that will enable us to put in place our own charging schedule for planning applications once the necessary regulations and guidance are in place. In particular we are looking at how we might use the charging schedule to encourage potential applicants to ensure that they submit good quality applications.

### **Economy and Skills**

48. The success of our economy is fundamental to achieving broader ambitions for Oxfordshire. Without economic success we will lack the ability to generate the wealth that will in turn enable investment to be made more widely in society, and our ability to compete in a global market. Availability of skills is equally fundamental to attracting investment in business
49. The public sector has a leading role to play in facilitating and supporting sustainable economic growth, primarily by providing leadership in improving the co-ordination of investment to deliver a shared ambition.
50. The Economy and Skills service brings together our work in these two key areas. Partnership working is fundamental to ensuring the County Council's contribution is effective. The Economy and Skills service continues to provide the administrative support for both the Oxfordshire Local Enterprise Partnership and the Oxfordshire Skills Board. Public sector support for both partnerships has been important; however as the two partnerships mature it will become increasingly important that they secure an enhanced level of support from the private sector.
51. The development of an over-arching economic narrative for the Oxfordshire functional economic area remains a priority area of work. The availability of a strong evidence base is fundamental to underpinning submission to Government for additional funding and/or the devolution of powers (for example through initiatives such as the City Deal).
52. Other priority areas for action in support of economic development include the updating of the Local Economic Assessment, the development of business support services (including the roll out of key account management) and the development of the inward investment service – Invest in Oxfordshire. The medium term ambition for the Invest in Oxfordshire service is that it should be self-financing, reflecting the benefit that is derived to the local supply chain from inward investment. The Economy and Skills service will work as a catalyst for the development of such a model over the next two years.

53. The Service's work on economic development will be complemented by that on skills development. The ambition is to ensure that the skills needs of local businesses are addressed, with the education/training opportunities provided reflecting identified skills gaps. The team will contribute to delivering the Council's aspirations by looking to:

- Increase the number of Oxfordshire residents participating in education or training that will ultimately enable them to become economically active rather than economically dependent.
- Increase the number of Oxfordshire's employers accessing training for their employees, attempting to address identified skills gaps, improving Oxfordshire's potential for economic growth.
- Work with the Oxfordshire Local Enterprise Partnership on skills related matters.
- Facilitate the Oxfordshire Skills Board, to work with all interested parties on skills related matters.
- Building upon the Skills Needs Statement to ensure that the provision of education/training opportunities address identified gaps.

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54. Recognising the significance of skills in supporting economic development, the Economy and Skills service will continue to have a strong working relationship with the Children, Education and Families Directorate. The service will add value undertaking bespoke projects in partnership with other organisations that are designed to impact on the priorities identified around skills. Its role will be to link organisations in three key areas: learners of all ages and skills; education and training providers; and employers, so they can work more effectively together to meet the local skills needs of Oxfordshire's residents and employers.

### **New Pressures and Savings**

55. The Division has the following new budget pressures and savings for 2013/14 and 2014/15:-

#### Pressures

- **14EE15 - Asset rationalisation** – this is a re-profile of a £0.250m which the Directorate intended to realise in 2014/15, but due to issues around lease breaks i.e. when we can stop using various buildings, this saving will now be achieved in 2015/16.
- **14EE16 - Economic development and growth** – is a £0.100m investment in the Directorate's Economy and Skills Team.

The planned investment will fund the development of a shared database of key business contacts to be used as the basis for an account management system across all Oxfordshire councils. The investment will also fund a 6 monthly survey of barriers to business growth and allow us to conduct additional research. The results will be used to help develop a strategy for business growth promotion and remove barriers to growth. These actions will help us increase our capacity to attract and support potential investors.

### Savings

- **14EE3 - Oxfordshire Waste Partnership** – is a re-profiled phased withdrawal of non-statutory waste incentives. Currently for each tonne of waste recycled the district councils receive a statutory payment of £43; the County Council tops this up with an additional £21.50. The latter (non-statutory) payment was established to encourage investment in by the district council in new waste collection systems that would increase the recycling rate. The improvement in performance has been achieved at a much faster rate than originally envisaged with recycling rates already exceeding the targets originally set for 2020. As a consequence the non-statutory incentive is no longer required and will be withdrawn on a phased basis. In 2013/14 the re-profile will mean additional revenue funding of £0.299m but from 2014/15 we estimate savings of £0.200m per annum.
- **14EE11 - Reduction in policy and strategy activity** – a reduction of £0.155m from 2014/15. The number of staff needs to reduce as the Council responds to the overall budget pressures. The reduction represents a 3% reduction in staffing levels in this area. The reduction will place greater emphasis on prioritizing transport policy and strategy work around key localities and prioritization within localities.
- **14EE4 - Road adoptions** – a reduction of £0.100m in road adoption expenditure. This budget line is about improved back office efficiencies and should not impact on the service to customers, in fact, it is anticipated that we should improve customer service by streamlining the service.
- **14EE27 - Property Portfolio additional savings** – an efficiency of £0.100m in 2014/15 is achievable through a review of the rates liable on the existing property portfolio and ensuring that payments reflect the true rateable value.



## Commercial Services

Year on Year	2013/14	2014/15
	£m	£m
Pressures & Additional Funding	7.197	1.872
Savings	-7.476	-4.349

**Note:**

*Pressures and additional funding are a combination those agreed in agreed in previous budgets and new pressures identified as part of the 2013/14 Service & Resource Planning process.*

*Savings are a combination of those already agreed and new savings identified as part of the 2013/14 Service & Resource Planning process.*

56. The Business Strategy for 2012/13 outlined significant transformation required to align service delivery to the corporate business strategy themes. This theme is continued forward into 2013/14 as we continue to refine our operational structure to deliver a more commercial and entrepreneurial Division through improved contract and partnership working.
57. The creation of the Commercial Division has brought together activities that were previously in the old Directorate e.g. highways and waste, along with new activities: property and facilities management. The vision of the division is to place Oxfordshire County Council at the forefront of service delivery amongst its peers and to deliver an efficient and effective service to all who use its services.
58. The Commercial Division is responsible for the delivery of highways, transport, waste, property and facilities services for the authority. It provides a front line service and is the major experience of the authority for many residents of Oxfordshire. The division seeks to improve the quality and level of service through sharing of similar areas of expertise and the removal of areas of risk such as single points of failure. There is a close link between the Strategy and Infrastructure Division, who are developing strategies and the Commercial Division who implement them. A key element of this years' work will be to ensure that a seamless service is

delivered across the Directorate.

59. In these difficult financial times it is even more important that the council takes an asset based approach to the development and maintenance of its highways and property portfolios. The Commercial Division will lead on developing and refining this approach seeking to develop longer term programmes that enable flexibility but also allow better co-ordination of maintenance and new works.
60. We recognise that highways maintenance is one of the most important services for local residents (MORI Poll, Oxfordshire 2010).
61. We have sought to minimise the impact of reductions in service provision by focusing resources on keeping a functional, safe and accessible road network that meets the key requirements of its users

### **Update on the Delivery of the Business Strategy**

#### **Operational Contract/Client Management**

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62. This area contains the client management function for all the areas that the Division is responsible for. In Highways and Property the section fulfills this role through undertaking the client function to ensure that contracts are properly managed and monitored working with Service Managers in the relevant delivery areas. They hold the Service Manager Role for these contracts, approve Task Orders, monitor performance, service board meetings etc. The current contractual arrangements are long term in both these disciplines but the team will need to keep up to speed with developments within the industry and ensure that the council is receiving a service that is fit for purpose and that the contract arrangements are used to support this. The MTFP identifies a number of savings that will need to be delivered by other areas of the Commercial Division but the team will act as an auditor in ensuring that these savings are delivered in a way that minimizes the impact on Oxfordshire residents.
63. In the transport area the team is responsible for delivering the contracted bus service, the education transport service and the adult social care transport service through a range of contractual arrangements. The team also works closely with bus operators to optimize the relationship between the commercial network and the supported bus network. In addition the team manages the concessionary fares for the authority. Oxfordshire County Council faces significant pressure in this area of the business due to the success of the bus industry in the county. Last year the council negotiated a two year deal with the major operators and one of its key activities over the next year will be to review the council's position and develop a new concessionary fares scheme for the 14/15 financial year. The team will be involved in the evolution of the Transport for the Community project which is taking an overall look at the way transport services are delivered in Oxfordshire to see if there is a way of reducing costs and/or delivering a better service. The team have been undertaking a number of area wide reviews of the service and are currently ahead of their projected savings. However, the demise of Jeffs Coaches and RH transport last year has had an impact on the ability to make further savings in this area.
64. The team also manages the delivery of the Council's service as Waste Disposal Authority. This includes delivery of the reuse trial

identified earlier, management of the energy from waste contract, with the plant due to open in 2014, and management of a number of landfill sites and household waste recycling centers. The work of the team has led to Oxfordshire being recognised as one of the top recycling authority in the country.

65. Finally, the team currently has responsibility for those Facilities functions that have not been included in the Property and Facilities contract. This includes the porters and front office staff that are the face of the authority to many who visit our buildings.

### **Network and Asset Management**

66. The asset management approach is a key tool for the authority in making best use of limited resources. The team is responsible for developing the highways asset management plan and the structural maintenance programme for the county highway network. In 2013/14, an additional one-off capital allocation of £2.3m has been provided for structural highway maintenance as a result of the Government Autumn Statement. A second allocation of £1.2m is to follow in 2014/15. The additional 2 year funding block is welcome, however the highway network has been impacted by recent flooding events. Additional resources may have to be explored once the final position becomes clear. The authority has also received £12.8m for highway maintenance as part of the Local Transport Settlement. This money will need to be targeted to areas of greatest need.
67. The team manages the drainage, bridges and street lighting functions of the highway authority. Additional money has been provided this year to undertake further survey work on our structures in order to develop a robust bridge maintenance programme. Flooding during the winter of 2012/13 has placed additional pressure on the drainage service. Over the next year the team will be consulting on the authorities flood strategy which needs to be in place during 2014. Energy consumption and cost will continue to be a challenge for the service and it will be looking at ways of reducing the authority's exposure to the volatility of energy prices.
68. The team will continue to develop the inventory of assets that the Council manages including improving records for both drainage systems and bridges. This will be used to develop the understanding of the risk associated with specific assets so that asset maintenance is properly focused on areas that demonstrably need it most. We will be working with regional colleagues and with the national Highways Maintenance Efficiency Programme to share best practice and improve our own service delivery.
69. The Civil Parking Enforcement service manages on street parking and residential parking areas where the council has taken those powers. The MTFP identifies a reduction in the draw down from the parking account which is a reflection of the projected income from this service. Residents parking and controlled parking areas will only be introduced through third party funding and will need to be able to be self-financing once in place.
70. Long stay parking charges were introduced to the Park and Ride sites at Water Eaton and Thornhill in December 2012 and charges will be introduced for the shorter stays during the 13/14 financial year. The County Council will mirror the charges for using the City Council Park and Ride sites for these shorter stays and will take the opportunity to review the balance between short and long stay parking at its sites.

71. The opportunity has been taken to move the Definitive Map Team into this area recognizing the close links and synergies with both Land and Records and highways Asset management and the List of Streets. The teams will be looking at ways to make information available to the public in a way that reduces the cost to the authority.
72. The Integrated Transport Unit has been reshaped as part of the restructuring in 2012 and the management of the vehicles directly run by the authority now sits with this team. Work is currently underway to investigate the opportunities for closer working with non-emergency hospital transport and this may well lead to efficiencies in the service.

### **Highways and Transport Delivery**

73. The Highways Services Contract is delivered by our providers, Atkins. The team consists of both OCC and Atkins staff and is managed by an Atkins manager who reports into the Deputy Director. The team provides the majority of the maintenance, construction and design work related to the highways and rights of way service and maintains the vehicles used by the Integrated Transport Unit (ITU). The MTFP recognises a pressure of £1.5m for this service which is a result of changing circumstances reducing the opportunity to deliver cashable efficiencies; this will enable the existing level of service to be maintained in many areas of the service. A reduction of £1m in revenue patching over a two year period will place additional pressure on the service. It is likely that additional funding will need to be diverted to defect repair as a result. The additional capital funding identified above will be targeted to ensure it is used in the most efficient and effective way.
74. The delivery of the adverse weather service remains a safety priority for the team and they continue to review our delivery of the winter service. The introduction of gritter naming last year, working closely with the road safety team has enabled us to get messages out to residents about safer winter driving and to improve children's understanding of the service we deliver.
75. Whilst a popular budget, the Area Stewardship Fund has primarily been used to deliver minor new works which add to the overall asset and maintenance costs for the authority. This budget will be adjusted to remove the opportunity to undertake new works and will focus on contributing to local maintenance needs for its final year before being removed in 2014/15. Minor new works, such as those funded through the Area Stewardship Fund will not be possible unless funded by third parties.

### **Property and Facilities Delivery**

76. The Property and Facilities contract was awarded to Carillion in April 2012. The Contract Director is an integral part of the Commercial Management Team reporting to the Deputy Director. By the end of the 2012/13 financial year the new corporate landlord approach will have been in place for a year. There are, however, still areas where it needs to be properly embedded and the team will be looking to achieve this during the 2013/14 financial year. As a result of the work undertaken last year the Council now have a significantly better understanding of the property portfolio and its condition. This year's maintenance programme has been developed using the condition data and focusing on those works that ensure the property portfolio complies with health and

safety legislation.

77. The team are supporting the County Council in the development of its property strategy and in the implementation of its Agile Working programme.
78. During the 2012/13 financial year a wholesale review of staffing was undertaken. A number of vacancies were created and there was some challenge in maintaining service levels. Work with neighboring contracts to introduce more resilience into the service, especially in relation to cleaners, continues to be a priority for the facilities element of the contract.
79. The team is ensuring that they are able to fully support the councils move towards academy schools.
80. The MTFP identifies ongoing efficiency savings as a result of the move to a Corporate Landlord approach and the opportunities that the new delivery arrangement presents.

### **New Pressures and Savings**

81. A summary of the main savings and pressures for the Commercial Division is set out below:

#### Pressures

- **14EE1 - Parking Account (£0.5m)** - the current income: expenditure profile of congestion management activity is placing unsustainable draw down pressure against the Parking Accounts. A projected pressure of £0.5m has been recognised which will have to be offset by savings and income review.
- **14EE2 - Highways Maintenance (£1.5m)** - The reduction of funding allocation for highway maintenance and increased asset demands have placed combined constraints on the ability to achieve target cashable efficiency savings. To mitigate the impact on road condition a £1.5m re-investment pressure has been agreed.
- **14EE12 - Public transport contract savings** – more procurement savings has been realised in 2012/13 than anticipated resulting in a re-profiling of future year's savings.
- **14EE13 & 14EE17 - Bridges Investigation (£350k)** - the County has experienced recent significant flooding events. Critical infrastructure especially bridges have been subject to scour damage and structural stress which will require review and remodeling

of structural maintenance programmes. Specific examination of bridges to reassess condition, weight limits and consequent investment is essential to maintain a safe, effective highway network. It is proposed that this is funded from reserves.

- **14EE14 - Waste treatment facility** – In 2014/15 our waste to energy facility will open. The budget line is a re-profiling due to a delay in the scheme caused by legal challenge which was successfully defended and the facility will now open. This new facility will mean that nearly all of Oxfordshire's residual waste will be converted to energy with less than 5% of our waste going to landfill. The waste to energy plant will power over 38,000 homes and reduce carbon emissions by approx. 60,000 tonnes for carbon dioxide a year.

#### Savings

- **14EE5 - Facilities management contract savings** – savings of £0.120m per annum totaling £0.360m by 2016/17 from the Carillion and Capita Symonds contract.
- **14EE7 - Park and Ride** - additional income from the introduction of day time charging at our two park and ride sites. A full consultation process will be required and therefore a part year income of £0.250m has been assumed for 2013/14. We will work with the bus operators to ensure that charging is kept to a minimum.
- **14EE9a & b - Area Stewardship Fund** - The Area Stewardship Fund will be removed in 2013/14. This funding will be refocused on a one-off basis in 2013/14 for Road Maintenance.

## Oxfordshire Customer Services

Year on Year	2013/14	2014/15
	£m	£m
Pressures & Additional Funding	0.408	1.277
Savings	-1.309	-2.392

**Note:**

*Pressures and additional funding are a combination those agreed in agreed in previous budgets and new pressures identified as part of the 2013/14 Service & Resource Planning process.*

*Savings are a combination of those already agreed and new savings identified as part of the 2013/14 Service & Resource Planning process.*

82. Oxfordshire Customer Services (OCS) was formed in late 2010, when the Customer Contact Centre, Information Communication Technology (ICT), Procurement and Adult Learning formally merged with Shared Services. All of these services were incorporated with the Environment and Economy Directorate in January 2011 to form a new customer focused directorate with a sharper commercial edge. The vision for OCS is

***“to provide a high quality, cost effective support service that has a reputation for excellent customer service whilst reducing the cost per transaction.”***

83. There are currently four key aspects to delivering the Vision:

- Services to external i.e. Oxfordshire citizens are being developed using a Customer Service Centre model with a view to answering queries quickly at the first point of contact wherever possible, i.e. the customer journey will be shorter and sharper.
- Resources are being directed towards improving internal processes and procedures, including automating those processes wherever beneficial.

- A fundamental review of the structure of Human Resources(HR) is being undertaken in light of the Adult Learning function joining the service and a strategic review of the operation of the Council's Health & Safety function.
- Investment in the ICT Infrastructure in Oxfordshire is a key pressure that will need to be addressed. Facilitating the delivery of Digital Oxfordshire and its linkages with the future of the Oxfordshire Community Network and the requirements of the Public Sector Network

### **Update on the Delivery of Business Strategy**

84. Overall **Oxfordshire Customer Services** is confident of delivering current savings targets with the exception of £0.321m previously agreed for reinvestment in the Customer Service Centre from 2012/13 as set out in new pressures below.

85. To deliver the Vision the following programmes and projects are progressing:

- Customer Services Programme – commenced in early 2010, this programme has offered directorates the opportunity to improve access to services and service delivery by transferring customer facing elements into the Customer Service Centre. In broad terms, the Programme is progressing well and by November 2012 approximately 60% of customer contact has been consolidated within the Customer Service Centre and all savings forecast up to 31 March 2012 have been delivered. Amongst the aims of the programme are, reducing the number of publicised contact routes; a single point of contact for related customer enquiries; a focus on first time resolution of all contacts; and bringing services together to improve access, consistency and reputation. In doing this the intention is to align with the Council's key Business Strategy aim ... *'to be more joined up across the Council and create strong internal partnerships'*.

There are HR and Finance, ICT and procurement workstreams within the overall Oxfordshire Customer Services Transformation Programme. These include:

- The redevelopment of the intranet site
- Introduction of HR self-service, and a more user-friendly front end for SAP finance
- Service Reviews
- Replacement of key systems
- End to end improvement of "Purchase to Pay" activity
- Consolidation of all school facing delivery into a single service

The medium term financial plan savings and further savings identified as part of the programme have been identified and are predicated on several factors: Key factors are:



1. The need for the capacity of back-office services to reflect the reduction in Council staff numbers over time and
2. Increased service efficiency through automation and streamlining process.

During 2013, all Services are subject to a strategic review to determine whether they are a service the Council must continue to operate in its current scope (or not), and if so whether there is strategic value in retaining the service in-house or commissioning the service externally.

- Tactical Partnering – an opportunity to partner ICT with Hampshire has been realised delivering savings to both authorities. There is already an ICT partnership in place with Oxford City Council to provide ICT infrastructure services. Other opportunities to partner with others will be considered as and when appropriate.
- Oxfordshire Skills and Learning delivery arm is setting up as Self Accounting Business Unit with effect from the 1<sup>st</sup> April 2013. In parallel, each part of the service will be reviewed to determine whether the Council will continue to provide certain or all aspects of the service taking into account the strategic value to the Council, the impact on communities in Oxfordshire and the national developments surrounding future funding of skills.
- Health & Safety – a review of how H&S is managed across the Council has been completed and the recommendations are being put in place including Health & Safety (H&S) action plans for County Corporate Management Team (CCMT) and Directorates, and the revision of policies.
- Procurement - proposals are being developed for three separate but linked services: a transactional procure to pay hub, based in OCS; a purchasing and contracts management hub for care services to support joint commissioning across the other Directorates; and a purchasing and contracts management hub in Environment & Economy Commercial Service for all other service areas.
- ICT– the ICT strategy provides ICT priorities and objectives over the next three years. Key elements delivered include Windows 7 & Office 2010 for desktop services and a new public website. In train are the delivery of a new Council intranet linked to self-service capability for internal staff, and an improved Document Management system. The adoption of “Cloud” based services is a key strategic objective for ICT for 2015/16.

## New Pressures and Savings

### Pressures

86. **14EE18 - Unrealisable Customer Service Centre savings** – £0.321m: 6 services areas were brought into the Centre during 12/13 with considerable pressure on delivery. This has been extremely challenging and to deliver these savings would mean severely compromising what is in large part a front-line service – often catering for vulnerable people. The rapid expansion of the Centre this year has highlighted a need for significant investment in technology and improvements across service boundaries if there is to be opportunity for future savings.
87. **14EE34 - Externalisation of OCS** – £0.750m is a one off pressure to fund the review, assessment and benchmarking of existing Services within Oxfordshire Customer Services. This work will also include the analysis and presentation of models for future service delivery. The scope for this will be school-facing services and also those other back-office services which, following review, it is deemed can be better delivered externally. . Service externalisation through any model will incur one off procurement costs.
88. **14EE35 - Data centre** – investment to secure the transition to “Cloud” based services requires £0.150m and £0.350m investment in 2013/14 and 2014/15 respectively. As highlighted in previous years, this strategic approach is rapidly gaining favour across the private and public sector as technology matures and entry costs decline. Scope exists for reduction in revenue costs through the effective outsourcing of infrastructure, data storage and (potentially) business application hosting.

### Savings

- **14EE19 - ICT infrastructure maintenance** – £0.061m and £0.096m in 2013/14 and 2014/15 saving respectively achieved largely through extending the robust management of suppliers though there is also a small reduction in need.
- **14EE20 - Oxfordshire Community Network** – £0.248m and £0.294m in 2013/14 and 2014/15 saving through a reduction in contract payment and telephony maintenance.
- **14EE21 - Schools Service Provision Subsidy** – application of full overhead costs to charges made to schools for support services provided by Oxfordshire Customer Services, which effectively removes a subsidy to them. To reduce the impact on schools, the full year subsidy cost of £0.500m to be achieved in two steps; £0.250m from 1<sup>st</sup> April 2013 and a further £0.250m from 1<sup>st</sup> April 2014.

- **14EE23 - Pension fund** – application of full overhead costs to the Pension Fund will generate a saving of £0.160m from 2014/15. Currently, staff who administer the Pension Fund use office accommodation, heating, lighting, ICT and other support overheads which should be charged back to the Pension Fund.
- **14EE25 - Colour printers** – by changing the way staff work and reducing colour printing substantially, in particular, standardizing print facilities around building requirement, rather than individuals we anticipate savings of £0.180m in 2013/14 combined with -
- **14EE31 - Consolidate and outsource print services** – £0.250m reduction in 2014/15, closely linked to the reduction in colour print use (above) and existing copier contract. The intention is to outsource our print requirements to a pay per page service. The Council will no longer buy or maintain print assets. There will be a standard approach to printer access and dedicated personal printers will be minimized.
- **14EE28 - Removal and recycling of ICT Hardware** - a £0.050m reduction in 2014/15 and a further £0.050m in 2016/17. The ICT estate is regularly audited and actual use of equipment is checked. Based on current evidence and experience to date, there is further scope to reduce expenditure on ICT hardware by recycling equipment such as PCs, and Laptops.
- **14EE29 - ICT reductions associated with data centre** - a £0.290m saving from 2015/16 reduction in annual running costs through movement to “Cloud” based services. Movement to "Cloud" allows reductions in staff (primarily) and maintenance. This is premised on initial investment outlined as a pressure above.
- **14EE22 - Reduction in ICT Application Maintenance** – Savings of £0.150m from 2015/16 and a further £0.150m from 2016/17 based on removing some ICT applications and reducing the actual use of others.
- **14EE33 - ICT reductions based on property rationalization** - £0.200m reduction in 2014/15 and a further £0.400m in 2015/16. All Council buildings have ICT infrastructure that has to be maintained and users in the building have to be supported. This ranges from local hubs, switches and network gear to corporate network access via a third party circuit.
- **14EE24 & 14EE30 - Reductions in OCS staffing reflecting the reducing size of the Council** and actions within the OCS Transformation programme valued at £0.445m are now scheduled from 2015/16.

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**Chief Executive's Office**  
(incorporating Cultural Services)

**Business Strategy**

**2013/14 – 2014/15**

## Introduction

2013/14 will be the third of the four-year directorate business strategies. These were approved by Council in February 2011 and included savings of £119m to be achieved over the period 2011/12 – 2014/15. These are being achieved by reconfiguring services to establish a smarter, leaner and more cost effective operating environment, whilst at the same time reshaping services to fit the changed local and national policy environment. Funding for demographic and other agreed pressures was also built in.

While there have inevitably been some changes, the strategies are being delivered as planned with the majority of the original savings expected to be achieved. £27m remains to be delivered in 2013/14 and 2014/15 and is planned to be delivered in line with the Medium Term Financial Plan.

Changes to the funding of local government from 2013/14 and new pressures identified since the strategies were originally agreed mean there are now some changes to the savings required in 2013/14 and 2014/15. This revised strategy reflects the updated position and incorporates the £27m remaining original savings and changes that will be agreed by Council in February 2013.

New strategies will be developed as part of the Service & Resource Planning process for 2014/15 and will take into account the Government's next Spending Review.

## Directorate Statement

This business strategy document is designed to outline how the Chief Executive's Office incorporating Cultural Services intend to continue to implement their business strategy over the next two years period. The document is split into three parts:

- i.) An introduction as to the general vision, context and objectives;
- ii.) Details of the financial changes, service scope, statutory minimums and impact of service changes for the services within the Chief Executive's Office;
- iii.) Details of the financial changes, service scope, statutory minimums and impact of service changes for cultural services.

The total combined pressures/additional funding and savings include those agreed by Council in February 2011 and February 2012 as well as the proposed new pressures and savings that are listed below and also included in Annex 3.

Year on Year	2013/14 £m	2014/15 £m
Pressures & Additional Funding	0.106	-0.245 <sup>1</sup>
Savings	-1.259	-0.213

The directorate has identified the following additional pressures and savings for 2013/14 and 2014/15.

#### **Additional Budget pressures identified**

**14CEO8** – Archive Service – to comply with National Archives Office requirements

#### **Additional Savings identified**

**14CEO1** – Reduction in Audit Fee

**14CEO2** – Reduce Subscriptions

**14CEO3** – Remove budgeted contribution to Change Fund

**14CEO4** – Remove budgeted contribution for “Big Society”

**14CEO5** – Reduce Oxford Inspires Budget

**14CEO6** – Reduce Organisational development budget – recognising reduced staffing numbers

**14CEO7** – Reduce Staffing and office costs from CEO Office. Includes cessation of funding for Multi-Agency Network for Tackling Racially Aggravated Harassment Project (MANTRA).

<sup>1</sup>This relates to one-off pressures that fall out at the end of 2012/13.

## Context

The focus of the Chief Executive's Office is on successfully delivering the Council's Business Strategy, supporting directorates through significant change.

The past twelve months has seen some teams (Cultural Services and Projects Team) move from Social and Community Services into the Chief Executive's Office which has seen it grow in size without an increase in overall staffing levels in the organisation. The focus of Cultural Services is to deliver, develop and promote services provided by the Council throughout the county.

The Chief Executive's Office has supported directorate colleagues in a number of areas where issues have arisen as a result of the scale of the changes being delivered by providing essential Finance, Human Resources, Legal and policy advice. In addition to supporting the directorate changes the Chief Executive's Office has been delivering a number of new initiatives.

The Chief Executive's Office consists of four small units (Corporate Finance, Human Resources, Law & Governance and Strategy & Communications) plus the Chief Executive's Personal Office and Cultural Services which includes library, museums and history services.

The Chief Executive's Office three primary functions remain:

- Provide a framework within which the Council can effectively manage its planning and regulatory arrangements.
- Challenge, review, and improve the organisation's effectiveness.
- Provide the organisation with specialist support functions e.g. Legal, Human Relations, Finance, Communications. Oxfordshire Customer Services is also involved in the delivery of some of these services.

The Office supports directorates to achieve the council's overarching goal to ensure 'A Thriving Oxfordshire', by maximising growth, enhancing the environment and sharing the benefits of growth as widely as possible and deliver the objectives of

- World Class Economy
- Healthy and Thriving Communities
- Environment
- Efficient Public Service



## Broad Approach

Because of the nature of the services provided most of the Chief Executive's Office budget is allocated to staffing costs, therefore the business efficiency strategy has largely focused on reducing staff numbers. However in some areas e.g. legal work for child protection, demand is increasing and it would be unwise to reduce resources in these areas. In consequence our business efficiency has been based on the following:

1. A search for improved productivity and cost effectiveness in all areas of activity. Where benchmarks exist, e.g. CIPFA's analysis of Legal Services, they demonstrate that we have effective and relatively low cost provision.
2. On-going reshaping of communications & engagement activities to bring together disparate directorate resources into a corporate unit. This is providing significant savings, which will appear in service directorate budgets rather than the Chief Executive's Office budget. It will also enable our communications activity to be better coordinated, improving its impact.
3. Recognition that the Council's business strategy will, in the short to medium term, increase the pressure on Human Resources and finance support and therefore protecting capacity and expertise in these areas will be important.
4. Recognition that support services need to meet the demands and expectations of service directorates who rely on the expertise from legal, finance, strategy, communications and human resources staff.

Further opportunities for selling services to other authorities or sharing costs will be explored over the next twelve months.

## Corporate Finance & Internal Audit

### Current Service Activity

Corporate Finance & Internal Audit provides the following functions:

- **Strategic financial planning, accounting and advice** - provide corporate leadership of the finance function, including setting the budget, Medium Term Financial Plan and Capital Programme, monitoring against these in year and reporting the outturn position and accounts within the authority and externally. Lead on corporate and professional standards, financial management processes and technical financial advice.
- **Treasury Management** – provide day to day and long term management of the Council’s cash flow and debt portfolio.
- **Finance Business Partners** – provide a strategic client role in ensuring that financial controls and processes are working effectively within directorates. Management Accounting teams in Oxfordshire Customer Services support the Finance Business Partners to carry out this role and provide challenge and support to budget holders and senior managers within directorates.
- **Internal Audit** - Provides independent assurance, opinions and advice on systems of internal control across the Council (and also to Thames Valley Police Authority and Buckinghamshire County Council).
- **Pension Fund Investment** - management of the investments of the Oxfordshire Pension Fund. The staff are funded from the Pension Fund.

### Statutory minimum

Section 151 of the Local Government Finance Act 1972 requires that every local authority should make arrangements for the proper administration of their financial affairs. The Chief Finance Officer has responsibility for the administration of those affairs. The Accounts and Audit Regulations 2011 sets out the requirement for internal audit.

**Progress to date**

Plans to deliver the savings in the Business Strategy remain on track and unchanged from that agreed in February 2011. There is an increase of 5.3 fte from the previous year as a result of restructuring. Finance Business Partners have been transferred from Oxfordshire Customer Services to the Corporate Finance team to provide greater synergy between the strategic planning, monitoring and outturn activities. In addition there has been a 0.9 fte increase in the Pension Fund Investment team to manage separate bank account for the £1bn Pension Fund.

Further restructuring savings planned in the existing Medium Term Financial Plan for the Corporate Finance team are expected to be achieved.

For Internal Audit the strategy for delivering the planned savings is through the operation of the collaborative arrangement with our existing partners operating a single internal audit function, and to re-engineer our existing processes in order to reduce the management overhead on each audit. The current Internal Audit plan is for 1,200 days on assurance based work. This will reduce in 2013/14 by a further 100 days, in line with the original strategy, so that in year four the assurance days will have reduced by 378 days, or 25%, but the total cash saving is 30%.

For 2012/13 there has been a significant reduction in external audit fees, achieved through outsourcing the Audit Commission's in-house Audit Practice and internal efficiency savings within the Commission. The scale fee has reduced by £0.097m to £0.147m (40% reduction), £0.070m more than the saving built in to the 2012/13 MTFP. These lower fees are fixed for five years.

**Impact on service users and communities:**

Reduced ability to respond to financial events, new and emerging risks and to provide support, advice and assurance.

**Impact on other council services:**

Reduced ability to respond to financial events, new and emerging risks and to provide support, advice and assurance.

**Capital implications:**

None

## Human Resources

### Current Service Activity

- **Strategic HR** - Defines, develops and communicates a comprehensive employment framework for all major aspects of work and employment. This includes:
  - **Policy development** – includes implementation in partnership with OCS
  - **Professional advice** – includes business partner role
  - **Corporate Employer role** – with key activity around employee relations
  - **Workforce analysis** - includes reporting.

Key activity continues on driving down staff numbers and costs in partnership with service managers through close management of the establishment process as we continue to deliver the people elements of the Business Strategy. Since the launch of the Business Strategy in April 2010 there has been a 25% reduction in establishment and a 23% reduction in staff employed FTE (as at 30 September 2012, excluding schools). There were also significant corporate savings achieved through a time limited local agreement to changes in terms and conditions in 2011 – including reduced redundancy compensation multiplier, freeze on increments and reduced mileage rates. This agreement comes to an end on 31 March 2013 and work is underway to negotiate a new agreement to come into effect on 1 April 2013.

- **Organisational Development** – Drives organisational effectiveness by ensuring that the Council has a skilled workforce capable of fulfilling statutory duties. This includes:
  - **Performance management** – appraisal, career development
  - **Workforce planning** – change management, key skills
  - **Learning & development** policy and planning
  - **Investors in People** – reputation, staff engagement

Key activity continues on reshaping management through assessment and on-going targeted development and change management support. In addition delivery of our senior leadership development programme ensures that the organisation has the necessary leadership in place to enable delivery of required service outcomes via an engaged and motivated workforce whilst embracing new ways of working as part of the Business Strategy.

**Statutory minimum**

The Council must comply with the following employment legislation -Employment Rights Act 1996, Equality Act 2010, Trade Union and Labour Relations (Consolidation) Act 1992, Transfer of Undertaking Regulations, Safeguarding of children and vulnerable adults legislation, immigrant workers regulations, Working Time Regulations, European Directives, Statutory Instruments, Health and Safety at Work Act, various Pension Regulations. We are also bound by the variety of national conditions of service including the Green Book, the Youth and Community Workers, Teachers, Fire Fighters etc. This list is not exhaustive.

**Progress to date**

Restructuring planned in the existing Medium Term Financial Plan (MTFP) for Human Resources (HR) will remain. The pressure on all HR services, but particularly those dealing with employee relations and change management support, is increasing. The work we have previously done in terms of building strong relationships with the various unions puts us in a better position than some other local authorities (as evidenced by our success in delivering quickly a range of significant changes to terms and conditions) Any concerted strike action will test our resilience however.

Flexing of HR resources across the various teams has helped meet increased service demands to date and this will continue to be the approach over the coming year. Our Career Transitions Service has been further enhanced on this basis – moving to more direct resourcing activity.

There will also be significant policy and industrial relations pressures as the implications of new legislation and new ways of working roll out in the coming years and further reductions in HR numbers will need to be phased to enable sufficient support to the organisation in delivering the business strategy. Again we will look to flex numbers between (and across) the central team and Oxfordshire Customer Services to meet these demands

**Impact on service users and communities:**

There is a potential risk of failure to comply with legislation, industrial action and referrals to Employment Tribunal's may increase.

**Impact on other council services:**

Demands on HR staff are increasing so our ability to respond will be stretched over the short to medium term.

**Capital implications:**

There are none

## Strategy and Communications

### Current Service Activity

The Strategy and Communication Unit fulfils a role as the 'delivery unit' for the Council. In addition to managing corporate projects and supporting services to deliver change, the unit delivers the following key functions:

- Policy development and horizon scanning, including policy support to the Cabinet, Leader, Chief Executive and CCMT
- Corporate forward planning
- Corporate Service and Resource Planning Process
- Service Improvement Reviews
- Project Management of corporate priority projects
- Performance Management
- Voluntary Sector
- Research and Intelligence
- Oxfordshire Data Observatory
- Partnerships and localities, including the Military Community Covenant
- Change Management
- Scrutiny
- Risk Management
- Equalities
- Public Affairs and Media
- Internal Communications
- Consultation and Involvement
- Marketing

### Progress to date

The new management structure has been in place for a year and recent adjustments have seen the unit comprised of three teams; Policy, Research and Major Programmes and Communications. These teams were created to provide a series of policy and communications 'pools' to provide capacity and flexibility to deliver a broad strategy and communications function for the council at lower cost. 2012/13 has seen an increase of 11 fte from the previous year as Project Management staff have been transferred from Social & Community Services to provide project support across the whole organisation in line with strategic priorities, rather than just for Social & Community Services.

The restructure is now complete and small changes together with the cessation of the *Oxfordshire* magazine have delivered the required four year savings of £0.634m. It is proposed to continue support to the military in Oxfordshire through the Research and Major Programmes team. Stop Hate UK now provides a hate crime reporting system for Oxfordshire under a contract with the Oxfordshire Community Safety Partnership, replacing the MANTRA service in August 2012. The specific funding for MANTRA has therefore been removed.

### **Statutory minimum**

There are legal obligations in relation to:

- Ensuring the council is compliant with the Equality Act 2010
- Contributing to the Governance of the Council (scrutiny committees are supported by the Unit)
- Communication (Council tax leaflet, publicising elections, notice of meetings etc.) There is a Code of Practice governing local authority publicity.
- Use of printed materials under Copyright law

### **Pressures**

None

### **Impact on service users and communities:**

Internal service users may find that we have less capacity to support their policy development needs and project requirements. Following restructuring last year the move to 'pools' of officers means that staff work more flexibly across traditional functional boundaries. External service users are not expected to be affected. Stop Hate UK is providing a better service than the previous local project so represents an improved service for communities.

### **Impact on other council services:**

We expect to be able to manage the impact of staff reductions on other council services, but we will need to introduce stronger 'clienting' arrangements which more clearly define what support services require and for how long. Stop Hate UK, which the Safer Communities Team are involved in, has replaced the MANTRA project so the contribution from the centre is no longer required.

### **Capital implications:**

None

## Personal Office & Change and Big Society Funds

### Current Service Activity:

- Corporate Leadership (Chief Executive, Assistant Chief Executive and PA/administrative support)
- Corporate subscriptions (Local Government Association etc)
- Change Fund
- Big Society Fund
- Support for Chairman
- Support for Lord Lieutenant

### Statutory minimum

Head of the Paid Service and Section 151 officer are statutory roles

### Progress to date

The savings have been delivered through the reduction of two senior posts totalling £0.165m. It is proposed that from 2013/14 the Change fund and Big Society Funding will be removed from base budgets. Subscriptions to publications will be reviewed in 2013/14 and it is anticipated that a saving of £0.025m can be achieved with no visible impact.

### Impact on service users and communities:

Removal of the base budget for the Big Society Fund means that there is no guarantee of funding being available to communities to support local projects. Communities will be able to bid to other grant making bodies for grant funding.

### Impact on other council services:

The impact on other services is considered to be limited.



## Law & Culture

### Scope of Service Activities

#### Democratic Services

The service provides full committee and administrative support, clerking, minuting and governance advice to Council, Cabinet and relevant committee meetings. Also provides support to Councillors and Co-Opted Members, including development and training, register of interests and payment of allowances. The service also provides full electoral support for the Returning Officer and manages the proper administration of all schools' admission, transport and exclusion appeals.

#### Legal Services

Provision of a comprehensive legal advice, representation and assistance service to the Council and all Directorates on all legal matters affecting the Council, including attendance and representing the Council in the Supreme Court, Court of Appeal, High Court and in all other lesser courts including Magistrates and Tribunals. The main legal teams are Child Protection; Property; General Litigation; Contracts & Environment who work for Directorates under agreed Service Level Agreements.

#### Governance

Ensuring the Council's compliance with all public law requirements, including lawful decision making, Member and Officer Codes of Conduct, oversight of the Council's Constitution policies and procedures, Freedom of information and liaising with the Local Government Ombudsman in relation to complaints.

#### Registration & Coroner's Services

Provides a full registration service for all births, deaths, marriages and civil partnerships within Oxfordshire. The Coroner's Service investigates deaths that appear violent, unnatural, sudden of unknown cause or occurring in legal custody (including all military repatriations). The service ensures the delivery of civil partnerships, citizenship ceremonies, Nationality Checking Service and Settlement Checking Service. Delivery of a new national service called Tell Us Once to the bereaved is a new area of responsibility.

#### Cultural Services

- **Library Service** - The Library Service provides access to books, information and knowledge, to support the recreational, cultural and educational needs of those who live, work, and study in Oxfordshire. The current service provides a comprehensive countywide collection of books and other resources accessible to all to support reading, learning and literacy with targeted work to support children's and adult's reading, learning and digital skills.. The service provides and

manages the Rural Children's Centre on behalf of Children, Education and Families and two prison libraries on behalf of the Prison Service.

- **Museum Service** - The core responsibility of the Museums Service is the long term care and preservation of the County collection of Oxfordshire archaeology and history material – these collections are unique and represent the material culture of Oxfordshire over the last 5,000 years. The collections are used in a number of museums throughout Oxfordshire. There is a learning and outreach service which uses heritage and arts collections in schools and with community groups.
- **History Service** - The service preserves and makes available the historic documents, photographs, and printed resources necessary for the public to understand the history of Oxfordshire; it also forms the corporate memory of Oxfordshire County Council.
- **The Mill Arts Centre** - The Mill is a major cultural and community resource for Banbury and North Oxfordshire. As well as offering a wide range of arts and learning opportunities, the Centre is home to many groups and organisations. The Mill's operation is based upon a partnership approach including the Mill Management Committee and the District Council as well as the County Council. The Mill also has a service level agreement for Adult Learning which produces income for the County Council through the contract with the Skills Funding Agency

## **Statutory Minimum**

### **Democratic Services**

Local Government Acts 1972, 1974 (as amended) and 2000

### **Legal Services**

All legislation relating to Local Government, including children, education, social care, property, contracts and the environment.  
Court Procedure Rules  
Solicitors Regulation Authority Rules  
Common Law

### **Governance**

Local Government and Housing Act 1989  
Local Government Acts and Localism Act 2011  
Data Protection Act 1998  
Freedom of Information Act 2000  
Regulation of Investigatory Powers Act 2000

### **Registration & Coroner's Services**

Coroner's Act 1986 and Coroner's and Justice Act 2009  
Marriage Act 1949  
Marriage and Civil Partnership (Approved Premises) Regulations 2005  
Nationality, Immigration and Asylum Act 2002  
Representation of the People Acts 1983 and 2000  
Local Government & Housing Act 1989 and the Registration Services Act 1953

## **Cultural Services**

Library Service - Public Libraries and Museums Act 1964

Museums Service - Public Libraries and Museums Act, 1964

History Service -

- Public Records Act (1958)
- Local Government Act (1972). These Acts require the care of and provision of public access to public records (records of public bodies, health records and court records), and the records of local authorities (County, District and parish councils)
- Oxfordshire Records Office is the designated Diocesan Record Office for Oxfordshire under the Parochial Records and Registers Measure (1978)

The Mill Arts Centre – None

## Progress to date

### Democratic Services

Following the completion of the Local Government Boundary Commission consultation, there will be a reduction in the overall numbers of Councillors from 74 to 63 with an estimated saving of £0.068m. There will be a reduction in the members support budget due to reduced numbers.

### Legal Services

Legal Services is a trading unit and has increased the number of external clients to assist in income generation by undertaking legal work for district and city councils via the legal hub, and also other public bodies (including West Berks. Town Councils and Academies). We are using a new ICT system – IKEN to provide detailed information to our clients on the work we have undertaken for them. Reduced use of Counsel has been difficult to achieve during a period of increased reliance on specialist legal advice on key cases for the Council including Cogges Link, and a number of major Child Care proceedings and contractual contract disputes. Similarly the capacity to take on new external work has been limited in light of demand for advice on delivery on the Council's budget strategy.

### Governance

Strategy and Partnership Scrutiny Committee are undertaking a review of the governance arrangements of the Council and will be finalising its recommendations in the early spring of 2013.

### Registration & Coroner's Services

We continue to increase income generated from the registration services we provide. In the last year there has been a major change in both registration and coroners: the Registration Service started offering the 'Tell Us Once' service to the bereaved; and Coroner's is managing the repatriations of military personnel which has returned to Oxfordshire with additional government funding to cover costs..

### Cultural Services

- **Library Service** - Following a period of public consultation in 2011, the Cabinet agreed a recommendation that will see a shift in the balance of staffing in some libraries over a three year period.
  - 16 libraries have been designated Community Libraries. The County Council will reduce investment in staffing by 50%.
  - 5 libraries have been designated Community Plus Libraries. The County Council will reduce investment in staffing by one third.

The County Council will continue to provide a fully supported infrastructure (building, ICT, book stock, qualified librarian support, self-service facility) to all 21 libraries. Implementation of self service to all community and community plus libraries

is on track to be completed by April 2013. It is assumed in the Medium Term Financial plan that full year effect savings will be achieved by 2014/15 nevertheless the library strategy approved by cabinet provides for implementation of these savings over a 3 year period and is on track to be completed by 2015/16. The Library Service are working closely with Friends Group and communities to enable the shift in the balance of staffing towards volunteer support and to enable all of these libraries to have a sustainable solution in place by the end of this period.

- **Museum Service** - The service will complete its restructure in 2013 which aims to maintain basic collection care; continue partnership arrangements with other museums throughout Oxfordshire; retain a learning and outreach service to schools and target groups and in particular in 2013 maintain/increase income for those services. The saving identified for the museum service in 2013/14 is set to come in the main from reducing the staffing in the Business Unit where the service trades its specialist curatorial, conservation and exhibition services. Income achieved in 2012/13 has put the Unit in a strong position to enable the service to continue through 2013/14. There is the potential for work from Soldiers of Oxfordshire (SofO) and through the ASPIRE partnership (see below).

The Museums Service is a partner in The Oxford ASPIRE Partnership with the University Museums which was named as one of Arts Council England's Major Grant recipients and will receive funding for a number of specified projects and a touring exhibition.

The running of The Oxfordshire Museum is now dependent upon the support of volunteers to maintain opening hours and supervise exhibition galleries.

- **History Service** - The creation of the History Service in 2011/12 brought together the Oxfordshire Record Office and Oxfordshire Studies on the one site at the History Centre in Cowley. 2013/14 will be a year of consolidation for those services as they seek to adapt working practices and complete various externally funded projects in partnership with the Oxfordshire Family History Society, Church of Latter Day Saints and Thames Valley Environmental Research Centre.
- **The Mill Arts Centre** - It is the Councils' aspiration to move to an arrangement which gives the Mill Management Committee direct control of the Centre's funding and activities, enabling a planned reduction in funding of £90,000 from April 2013 to be achieved. Consultation with OCC employed staff on the proposal which would result, if agreed, in a new staffing structure under direct management of the Mill Management Committee will be concluded early in 2013.

## **Impact of Service Changes**

### **Democratic Services**

Reduction in the number of members in the new council (May 2013) may increase work loads of members both within their communities and their Council work including attendance at meetings. The outcome of the Governance Review is not yet known so implications cannot yet be considered.

Freedom of Information (FOI) – service directorates now undertake the direct liaison and management of responses to applicants with the FOI and Complaints Team providing advice and support. The complaints policy itself has been reviewed to increase efficiency by managers, ensuring complaints are properly considered. The Monitoring Officer retains liaison responsibility with the Local Government Ombudsman. The reduced FOI Team still provide a weekly update of requests so that senior managers are informed of current requests.

### **Legal Services**

Overall savings for the Service have been achieved whilst at the same time providing an essential service to other Directorates in effecting major change to service provision and staffing.

### **Governance**

There has been a reduction in support and oversight of the FOI and complaints systems but this has not led to unacceptable delay and continues to be supervised by the Monitoring Officer. Sufficient support has remained within the team to ensure appropriate advice and monitoring of compliance is available and maintained.

### **Registration & Coroner's Services**

The Coalition Government are currently considering a proposal to require Local Authorities to appoint Medical Examiners to examine all causes of death that have occurred within the County that are not subject to Coroner's investigation. The precise terms, remit and cost of this are not fully known. Repatriations have increased workload for Coroner's and the Tell Us Once service has increased workload for Registration – but both of these are being managed within existing resources.

**Cultural Services**

- **Library Service** - A detailed Service and Community Impact Assessment was produced as part of the consideration and agreement to the Library Strategy approved by Cabinet.
- **Museum Service** - The aim of these agreed proposals has been to minimise the impact on service users and communities. This has been achieved.
- **History Service** - The aim of these agreed proposals has been to minimise the impact on service users and communities. This has been achieved with improved collections care at the History Centre.
- **The Mill Arts Centre** - This proposal for savings is not expected to have any impact on the provision of a full arts and learning nor require any changes in the other facilities that it offers community users.



## Scrutiny Committees

### 10 January 2013

#### Summary of New Pressures

Scrutiny Committee	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Strategy & Partnerships	321	0	0	0	321
Growth & Infrastructure	1,500	500	0	0	2,000
Children's Services	1,530	0	0	0	1,530
Adult Services	9,980	1,250	-2,200	0	9,030
Safer & Stronger Communities	52	300	0	0	352
<b>Total Pressures</b>	<b>13,383</b>	<b>2,050</b>	<b>-2,200</b>	<b>0</b>	<b>13,233</b>

#### Summary of New Savings

Scrutiny Committee	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Strategy & Partnerships	-1,326	-1,425	-1,785	-1,432	-5,968
Growth & Infrastructure	-71	-1,931	-1,412	-543	-3,957
Children's Services	-1,230	-2,180	0	0	-3,410
Adult Services	-11,473	-4,080	-950	-1,950	-18,453
Safer & Stronger Communities	-80	0	0	0	-80
Corporate	-7,770	-4,950	-725	-777	-14,222
<b>Total Savings</b>	<b>-21,950</b>	<b>-14,566</b>	<b>-4,872</b>	<b>-4,702</b>	<b>-46,090</b>

#### Summary of One-Off Pressures & Savings

Scrutiny Committee	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Strategy & Partnerships	150	1,100	-1,250	0	0
Growth & Infrastructure	-150	989	-739	-100	0
Children's Services	0	0	0	0	0
Adult Services	300	100	-400	0	0
Safer & Stronger Communities	0	0	0	0	0
<b>Total One- Off Pressures &amp; Savings</b>	<b>300</b>	<b>2,189</b>	<b>-2,389</b>	<b>-100</b>	<b>0</b>

**Strategy and Partnerships Scrutiny Committee**  
**10 January 2013**  
**New Pressures & Savings**

MTFP Reference	Business Strategy	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Pressures</b>					
14EE18	Environment & Economy (E&E)	321				321
	Unrealisable Customer Service Centre savings					
	<b>Total Pressures</b>	<b>321</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>321</b>
	<b>Savings</b>					
14EE19	E&E	-61	-96			-157
	ICT infrastructure maintenance reduction enabled through reduced need and tighter control in costs					
14EE20	E&E	-248	-294			-542
	Reduction in Oxfordshire Community Network (OCN) contract payment & telephony maintenance					
14EE21	E&E	-250	-250			-500
	Remove schools service provision subsidy - application of full overhead costs					
14EE22	E&E			-150	-150	-300
	Removing/ rationalising ICT applications which reduces maintenance costs					
14EE23	E&E		-160			-160
	Application of full overhead costs to the Pension Fund					
14EE24	E&E			-300		-300
	Reduce HR & Finance staff in line with projected downsizing of organisation					
14EE25	E&E	-180				-180
	Rationalise the use of printed materials					
14EE26	E&E				-175	-175
	Further savings from Facilities Management contract dependent on experience of phase 1 of contract					
14EE27	E&E		-100			-100
	Reduction in rates due to reduction in property portfolio (link to asset rationalisation programme)					
14EE28	E&E		-50		-50	-100
	Removal and recycling of ICT Hardware					
14EE29	E&E			-290		-290
	ICT reductions associated with data centre - Movement to "Cloud" allows reductions in staff and maintenance					
14EE30	E&E			-145		-145
	Externalise or cease non-mandatory HR/Finance activities - staff reductions					
14EE31	E&E		-250			-250
	Consolidate and out source print services					
14EE32	E&E			-200	-250	-450
	Further rationalisation of our property portfolio dependent on capital investment					
14EE33	E&E		-200	-400		-600
	ICT reductions based on property rationalisation					

**Strategy and Partnerships Scrutiny Committee**  
**10 January 2013**  
**New Pressures & Savings**

MTFP Reference	Business Strategy	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Savings</b>					
14EE34	E&E			-200	-707	-907
	Reintroduce maintenance 'holiday' to non-school property - suspension of non-statutory property maintenance work					
14CEO1	Chief Executive's Office (CEO)	-49				-49
	Saving from reduced Audit Fee					
14CEO2	CEO	-25				-25
	Reduce subscriptions					
14CEO3	CEO	-214				-214
	Remove Change Fund					
14CEO4	CEO	-114				-114
	Remove – Big Society base budget					
14CEO5	CEO	-52	-25			-77
	Reduce Oxford Inspires budget					
14CEO6	CEO	-50				-50
	Reduce Organisational development budget (recognising reduced staff numbers)					
14CEO7	CEO	-83		-100	-100	-283
	Reduce staffing and office costs from CEO Office					
	<b>Total Savings</b>	<b>-1,326</b>	<b>-1,425</b>	<b>-1,785</b>	<b>-1,432</b>	<b>-5,968</b>
	<b>One-Off Pressures and Savings</b>					
14EE34	E&E		750	-750		0
	Procurement costs of externalisation of customer services					
14EE35	E&E	150	350	-500		0
	OCC Data Centre - Investment to secure the transition to Cloud					
	<b>Total One-Off Pressures and Savings</b>	<b>150</b>	<b>1,100</b>	<b>-1,250</b>	<b>0</b>	<b>0</b>

**Growth and Infrastructure Scrutiny Committee**  
**10 January 2013**  
**New Pressures & Savings**

MTFP Reference	Business Strategy	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Pressures</b>					
14EE1	Environment & Economy (E&E) Reduction in the planned drawdown on the Parking Account from 2014/15 to reflect the balance expected to be available for use.		500			500
14EE2	E&E Protect current spending level by offsetting planned saving in highways maintenance	1,500				1,500
	<b>Total Pressures</b>	<b>1,500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
	<b>Savings</b>					
14EE3	E&E Oxfordshire Waste Partnership -phased withdrawal of non-statutory waste incentives	299	-216	-232	-213	-362
14EE4	E&E Increased efficiency on administration for road adoptions		-100			-100
14EE5	E&E Estimated Carillion and Capita Symonds facilities management contract savings	-120	-120	-100	-20	-360
14EE6	E&E Highways contract management savings			-80		-80
14EE7	E&E Introduce day time car parking charges at the County Council park and ride locations	-250	-250			-500
14EE8	E&E Reduce Bulking and Haulage contract costs - resulting from planned opening of the new waste management facility			-300		-300
14EE9a	E&E Remove existing Area Stewards Fund	-1,090				-1,090
14EE9b	E&E Refocus of Area Stewards Fund for Road Maintenance	1,090	-1,090			0
14EE10	E&E Reduction in road patching work and pre-planned surface maintenance schemes			-700	-310	-1,010
14EE11	E&E Reduction in policy & strategy activity		-155			-155
	<b>Total Savings</b>	<b>-71</b>	<b>-1,931</b>	<b>-1,412</b>	<b>-543</b>	<b>-3,957</b>



**Children's Services Scrutiny Committee**  
**10 January 2013**  
**New Pressures & Savings**

MTFP Reference	Business Strategy	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Pressures</b>					
14CEF1	Children, Education & Families (CE&F)	1,400				1,400
14CEF2	CE&F	130				130
	<b>Total Pressures</b>	<b>1,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,530</b>
	<b>Savings</b>					
14CEF3	CE&F	-250				-250
14CEF4	CE&F		-800			-800
14CEF5	CE&F	-350	-850			-1,200
14CEF6	CE&F	-180	-180			-360
14CEF7	CE&F	-300	-200			-500
14CEF8	CE&F	-150	-150			-300
	<b>Total Savings</b>	<b>-1,230</b>	<b>-2,180</b>	<b>0</b>	<b>0</b>	<b>-3,410</b>

## Adult Services Scrutiny Committee

10 January 2013

### New Pressures & Savings

MTFP Reference	Business Strategy	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Pressures</b>					
14SCS1	Adult Social Care Proposed agreement with the Oxfordshire Care Partnership will achieve £2.8m savings compared with the initial assumed savings of £3.8m.	500	500			1,000
14SCS2	Adult Social Care Care Homes - impact in subsequent years of additional placements made in 2012 together with more complex care needs increasing the average cost of care.	3,800	700	-2,200		2,300
14SCS3	Adult Social Care Increase the number of people supported by Reablement which provides therapy and support at home to aid recovery	600				600
14SCS4	Adult Social Care Increase in the cost of care homes agreed in 2012/13	900				900
14SCS10	Adult Social Care Physical Disabilities - Investment in services to meet increased numbers of people coming forward and people with more complex needs.	1,800				1,800
14SCS11	Adult Social Care Physical Disabilities - increase in the cost of residential care agreed in 2012/13	100				100
14SCS11	Adult Social Care Physical Disabilities - possible further increases in the cost of residential care	100	50			150
14SCS18	Adult Social Care Fairer Charging income - reduction in income collected from full cost payers as the real cost of home care has reduced	980				980
14SCS19	Adult Social Care Additional staff resources for social work teams - Investment in the service to increase capacity to deal with delayed transfer of care, safeguarding referrals and case reviews	900				900
14SCS20	Adult Social Care Approved Mental Health Professionals - additional staff and training to ensure statutory duties are met	300				300
	<b>Total Pressures</b>	<b>9,980</b>	<b>1,250</b>	<b>-2,200</b>	<b>0</b>	<b>9,030</b>

**Adult Services Scrutiny Committee**  
**10 January 2013**  
**New Pressures & Savings**

MTFP Reference	Business Strategy	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Savings</b>					
14SCS7	Adult Social Care Greater use of assistive technology to enable more people to remain in their homes for longer and reduce the need for home support	-100	-200	-250	-250	-800
14SCS8	Adult Social Care Provide prevention services that encourage older or vulnerable people to remain independent and reduce their need for more expensive care services.			-500	-500	-1,000
14SCS9	Adult Social Care Invest in early client intervention to reduce the cost of care	300	-1,500			-1,200
14SCS25	Adult Social Care Review of Joint Commissioning (saving will be across CEF&SCS)		-500			-500
14SCS6	Adult Social Care Closer working with Health, generating efficiencies by pooling budgets and integrating care.			-1,000		-1,000
14SCS10	Adult Social Care Learning Disabilities demography not required to be transferred to Physical Disabilities	-1,800				-1,800
14SCS16	Adult Social Care More efficient delivery of care leading to reduced cost of Learning Disabilities Resource Allocation System			-1,000	-1,000	-2,000
14SCS12	Adult Social Care More efficient delivery of care leading to reduced cost of Physical Disabilities Resource Allocation System		-100	-100	-200	-400
14SCS5	Adult Social Care Older People's Pool to meet own pressures.	-4,900	-1,200	2,200		-3,900
14SCS21	Adult Social Care Review of Older People's day services			-300		-300
14SCS22	Adult Social Care Efficiencies in the provision of internal older people day services	-120	-80			-200



**Adult Services Scrutiny Committee**  
**10 January 2013**  
**New Pressures & Savings**

MTFP Reference	Business Strategy	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Savings</b>					
14SCS24	Adult Social Care Reduction in the Asylum Seeker budget due to a decrease in the number of clients	-175				-175
14SCS23	Adult Social Care Reduce HIV/Aids budget due to changes to service provision	-75				-75
SCP28/S10	Adult Social Care The cost of de-registering Home Farm Trust care homes is less than estimated in Medium Term Financial Plan	-803				-803
14SCS26	Adult Social Care Additional NHS Funding - Social Care transfer	-1,300	500			-800
14SCS26	Adult Social Care Additional NHS funding for Re-ablement	-1,500				-1,500
14SCS26	Adult Social Care Additional funding from White Paper to support better integrated care and support	-1,000	-1,000			-2,000
	<b>Total Savings</b>	<b>-11,473</b>	<b>-4,080</b>	<b>-950</b>	<b>-1,950</b>	<b>-18,453</b>
	<b>One-Off Pressures and Savings</b>					
14SCS17	Adult Social Care Transport for Day Services. Charging for transport to day centres from April 2013 will not generate sufficient income. The outcome of the Corporate Review of Community Transport may identify savings and additional income in future years. £0.4m savings target has been re-scheduled.	300	100	-400		0
	<b>Total One-Off Pressures and Savings</b>	<b>300</b>	<b>100</b>	<b>-400</b>	<b>0</b>	<b>0</b>

**Safer & Stronger Communities Scrutiny Committee**  
**10 January 2013**  
**New Pressures & Savings**

MTFP Reference	Business Strategy	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Pressures</b>					
14SCS32	Fire & Rescue and Community Safety		100			100
	Trading Standards - Pressure arising from non achievable saving in Medium Term Financial Plan re joint working					
14SCS31	Fire & Rescue and Community Safety		200			200
	Fire & Rescue - National agreement regarding the rights of Retained Fire Fighters to join the pension scheme					
14CEO8	Chief Executive's Office	52				52
	Archives Service - to comply with National Archives Office requirements					
	<b>Total Pressures</b>	<b>52</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>352</b>
	<b>Savings</b>					
14SCS29	Fire & Rescue and Community Safety	-50				-50
	Whole-time fire-fighter pension savings					
14SCS30	Fire & Rescue and Community Safety	-30				-30
	Reduced emergency call outs for retained fire-fighters					
	<b>Total Savings</b>	<b>-80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-80</b>

Ref	Area of the Capital Programme	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category	Description/Notes
1	Children, Education & Families	Basic Needs Additional Pressure 2013/14 to 2016/17	13,000		13,000	1	
2	Social & Community Services (S&CS)	Townlands Care Home, Henley	7,775	7,775	0	3	Prudential Borrowing
3	S&CS	Fire Service - Development & Design work following Fire Review	600		600	2	
4	S&CS	Relocation of Rewley Road Fire Training Facility	600		600	1	Scheme on Hold - Release to Programme
5	Environment & Economy - Transport	Witney, Downs Road	6,100	6,100	0	1	S106 & Rolling Fund
6	E&E - Transport	M40/ Junction 9	2,000	2,000	0	3	Rolling Fund
7	E&E - Transport	Bicester Park & Ride - Development & Design	300	300	0	3	Rolling Fund
8	E&E - Transport	Bicester Perimeter Road- Development & Design	1,000	1,000	0	3	S106
9	E&E - Transport	East/West Rail- Delivery	1,980		1,980	5	£9.9m contribution over 15 years = £0.660m per year In kind contribution possible - the delivery of the Bicester Perimeter Road, where a new bridge would cross the railway could be our contribution
10	E&E - Transport	Oxford Transport Strategy	10,000	10,000	0	3	Section 106
11	E&E - Other	Disposals to Cherwell District Council at less than market value	1,550		1,550		Creates a pressure on assumed funding in the current capital
12	E&E - Other	Charlbury - Spendlove Centre (Contribution)	347	347	0	3	Awaiting review of Business Case submitted by Community group. £0.347m held in trust as contribution towards project.
13	E&E - Other	SALIX - School Energy Efficiency funding 2012/13	200	200	0	2	Bid by October 2012
14	Chief Executive's Office	Super Connected Cities Broadband	150		150	5	Match Funding with City to provide an additional £5m for Broadband.
15	Earmarked Reserves	Increase Earmarked Reserves for Major Highway Projects	10,000	5,000	5,000	1	£5m from existing Highways Structural Maintenance Programme
<b>TOTAL PRESSURES</b>			<b>55,602</b>	<b>32,722</b>	<b>22,880</b>		

**Priority Category:**

- 1 Projects which enable compliance with our legal/ statutory duties including projects which address any infrastructure deficits related to statutory compliance.
- 2 Projects that generate revenue savings through the delivery of the new business strategy or service transformation proposals.
- 3 Projects where a major proportion (50% or more) of the capital from external sources which will be lost if the project fails to go ahead.
- 5 Projects that facilitate economic development and housing growth.

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**Areas to be considered by each Scrutiny Committee**

<b>Scrutiny Committee</b>	<b>Business Strategy</b>	<b>Service Area(s) included/excluded</b>
Growth & Infrastructure	Environment & Economy	<i>Excluding Property &amp; Facilities, Oxfordshire Customer Services and Adult Learning</i>
Safer & Stronger Communities	Social & Community Services: Community Safety and Fire & Rescue Service  Chief Executive's Office  Environment & Economy	Includes Cultural Services, Coroner's Office & Registration Service  Includes Oxfordshire Customer Services – Adult Learning (part of Oxfordshire Skills and Learning)
Adult Services	Social & Community Services: Adult Social Care	
Children's Services	Children, Education & Families	
Strategy & Partnerships	Chief Executive's Office  Environment & Economy	<i>Excluding Coroner's Office, Registration Service &amp; Cultural Services</i>  Includes Property & Facilities (incorporated in both Strategy & Infrastructure and Commercial Services) and Oxfordshire Customer Services

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