

Public Document Pack  
**Notice of a Meeting**

**Performance Scrutiny Committee**  
**Thursday, 17 December 2015 at 10.00 am**  
**Rooms 1&2 - County Hall**

**Membership**

Chairman Councillor Liz Brighthouse OBE  
Deputy Chairman - Councillor Neil Fawcett

<i>Councillors:</i>	Lynda Atkins	Yvonne Constance OBE	Steve Harrod
	John Christie	Janet Godden	Stewart Lilly
	Sam Coates	Mark Gray	Charles Mathew

**Notes:**                    **Date of next meeting: 7 January 2016**

**What does this Committee review or scrutinise?**

- The performance of the Council and to provide a focused review of:
  - Corporate performance and directorate performance and financial reporting
  - Budget scrutiny
- the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners;
- through call-in, the reconsideration of decisions made but not yet implemented by or on behalf of the Cabinet;
- queries or issues of concern that may occur over decisions being taken in relation to adult social care;
- the Council's scrutiny responsibilities under the Crime and Justice Act 2006.

**How can I have my say?**

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am on the working day before the date of the meeting.**

**For more information about this Committee please contact:**

Chairman	-	Councillor Liz Brighthouse E.Mail: <a href="mailto:liz.brighthouse@oxfordshire.gov.uk">liz.brighthouse@oxfordshire.gov.uk</a>
Policy & Performance Officer	-	John Courouble, Research Intelligence Manager, Tel: (01865) 896163 Email: <a href="mailto:john.courouble@oxfordshire.gov.uk">john.courouble@oxfordshire.gov.uk</a>
Committee Officer	-	Sue Whitehead, Tel: (01865) 810262 <a href="mailto:sue.whitehead@oxfordshire.gov.uk">sue.whitehead@oxfordshire.gov.uk</a>



Peter G. Clark  
Head of Paid Service

December 2015

## **About the County Council**

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 630,000 residents. These include:

schools	social & health care	libraries and museums
the fire service	roads	trading standards
land use	transport planning	waste management

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

## **About Scrutiny**

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

## **What does this Committee do?**

The Committee meets up to 6 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.

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

**A hearing loop is available at County Hall.**

# AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - Guidance note on back page of the agenda**
3. **Petitions and Public Address**
4. **Service and Resource Planning 2016/17-2019/20 (Pages 1 - 60)**

The report of the Chief Finance Officer forms part of a series relating to the Service and Resource Planning process for 2016/17-2019/20.

The Committee will consider in turn the savings proposed by each directorate for their service areas. Comments from the Committee will then be fed back to Cabinet in order that they can take the comments into consideration in proposing their budget and Medium Term Financial Plan (MTFP) on 26 January 2016. Council will meet to agree the budget and MTFP on 16 February 2016.

## **RECOMMENDATION**

***The Performance Scrutiny Committee is invited to consider and comment on:***

- (a) the savings options and in light of the feedback from the public consultation identify those savings that are the least acceptable, and***
- (b) the LGA report and the Council response.***

### Papers provided:

- Covering report
- Summary Report on Talking Oxfordshire Feedback (full report to follow) (Annex 1)
- Savings Options and Pressures (Annex 2)
- Reserves Forecast 2016/17 – 2019/20 (Annex 3)
- LGA Finance/Savings Review (Annex 4)

During the meeting the Director together with the Cabinet Member for the relevant Directorate will be available to respond to questions as follows:

### Indicative timings

10am	Introduction – consultation feedback and financial position – Chief Finance Officer/ Head of Paid Service
10.30	Children, Education and Families
11.40	Adult Social Care
12.50 – 1.20	Lunch break
1.20	Corporate Services
1.40	Community Services including FRS
2.00	Environment and Economy
3.10	Concluding session for the committee to review the comments they have made on individual options and agree an overall ranked list of

4.15 options that they consider to be the least desirable to present to  
Cabinet  
Close

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### **Pre-Meeting Briefing**

There will be a pre-meeting briefing in the Members Board Room at County Hall at 9.30 am on the day of the meeting for all members of the Performance Scrutiny Committee.

## Declarations of Interest

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

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

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

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Division(s): N/A

## **PERFORMANCE SCRUTINY COMMITTEE 17 December 2015**

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

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

#### **Introduction**

1. As set out in the Service & Resource Planning report to Cabinet in September 2015, due to the expected reduction in funding and increases in demand for services, the Council was planning on the need to make savings in the region of £50m over the next 4 years. The report to Cabinet in December 2015 gave an update to this position. This report sets out the savings options and details of the pressures over the medium term. The savings options were subject to public consultation and a summary of the feedback is available to this Committee, together with a forecast of reserve balances over the medium term and the report and response to the Budget Options Review undertaken by the Local Government Association (LGA) in October 2015.
2. The following annexes are attached to this report:
  - Annex 1: Summary Report on Talking Oxfordshire Feedback (full report to follow)
  - Annex 2: Savings Options and Pressures
  - Annex 3: Reserves Forecast 2016/17 – 2019/20
  - Annex 4: LGA Budget Options Review

#### **Talking Oxfordshire Feedback Report**

3. Members of the public and stakeholders were able to comment on the detailed budget options through the Council's website and at three events held around the County. The consultation closed on 30 November 2015, a summary is provided at Annex 1. A full report will be published before the meeting and a full set of responses will be made available to Members in the resource room.

#### **Savings Options & Pressures**

4. The Service & Resource Planning Report to Cabinet in December 2015 set out the latest position on savings options and pressures and is set out in Annex 2.
5. Directorate and Corporate pressures total £47.0m over the medium term as shown in the following table.

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

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

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

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

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

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

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



## **Reserves**

8. As set out in Annex 3, revenue reserves were £63.6m as at 1 April 2015 and are forecast to be £50.9m at 31 March 2016, of which £20.9m relates to schools. Other reserves, which include insurance, capital and cash flow reserves, are forecast to be £44.5m at 31 March 2016, compared to £48.1m as at 1 April 2015.
9. Annex 3 also sets out the forecast use of reserves over the medium term. This shows that most of the revenue reserves will be used over this period, with the forecast balance falling to £12.8m by the end of 2019/20, of which £9.4m relates to schools. Other reserves will fall to £15.2m by the end of 2019/20.
10. The budget reserve is currently forecast to be overdrawn by £11.4m in 2016/17 as the phasing of pressures does not match the profile of the savings, as set out in paragraph 7. The existing MTFP had assumed the reserve would be in deficit in 2016/17 and the current proposals increase the deficit. The reserve does currently return to a surplus position in 2017/18 and beyond. The Council cannot hold deficit reserves so there may be a need for some temporary use of other revenue reserves in 2016/17 to manage the deficit reserve.

## **LGA Budget Options Review**

11. In October 2015 the Local Government Association carried out a short review of the savings the Council has made since 2010 and the planned savings over the next five years to see if there were any areas that the Council has not pursued or could go further with. In addition, the adequacy of the process to set the budget and the involvement of Members in the process was reviewed. The result of the review and the response from the Council is available in Annex 4.

## **Next Steps**

12. The comments from this Committee on the savings options will be fed back to the Cabinet for it to take into consideration when proposing the revenue budget for 2016/17 and MTFP to 2019/20 MTFP on 26 January 2016.
13. The Council will meet to set the budget and council tax requirement for 2016/17 on 16 February 2016.

## **Financial and Legal Implications**

14. This report is mostly concerned with finance and the implications are set out in the main body of the report.

## **RECOMMENDATION**

- 15. The Performance Scrutiny Committee is invited to consider and comment on:**
- (a) the savings options and in light of the feedback from the public consultation identify those savings that are the least acceptable, and**
  - (b) the LGA report and the Council response.**

LORNA BAXTER  
Chief Finance Officer

Contact Officers:

Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)  
(Tel: 01865 323975)

Carole Stow: Marketing Consultation Manager (Tel: 01865 323742)

December 2015

## Talking Oxfordshire Executive Summary

### Introduction

1. The council has to set a balanced budget every year. As part of this process, residents, services users and stakeholders are consulted, with their views formally reported upon and taken into account by all councillors as part of the budget setting process.
2. The 2015 Talking Oxfordshire budget consultation was designed to inform people about the council's financial situation and to seek public and stakeholder opinion at an early stage in the 2016/17 service and resource planning cycle. The consultation was set against the following backdrop:

As government reduces funding to local government, the county council has to continue to make budget savings. At the same time demand for our services is increasing, partly due to our ageing and growing population, and increasing demand for social care.

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

### Consultation approach

3. The Talking Oxfordshire consultation ran between Tuesday 20 October and Monday 30 November 2015, and comprised of:
  - Explaining the council's financial situation and budget pressures using a consultation document, budget savings options document and feedback form that was made available in all public libraries and from council offices on request. A summary leaflet was also produced and handed out at all the public meetings.
  - An online consultation comprising written background information, video content, a presentation, and a structured feedback form.
  - Three public meetings held in south, central and north of the county, including live tweeting from the meeting to give people who could not attend a taste of the proceedings.
  - One stakeholder meeting for parish and town councils delivered by Community First Oxfordshire (formally Oxfordshire Rural Community Council) focussing primarily on rural issues.

- Giving people other opportunities to engage in writing via email, letter, petition or social media.
  - Raising the profile of the consultation through a range of direct and indirect communications to ensure as many people of possible were aware of the exercise and how to have their say.
4. People were asked to give their views on one or more of the 95 savings options across all areas of the council (excluding public health, which has a ring-fenced grant from government). They were also invited to comment on the future priorities for the council and council tax levels.

### Analysis and reporting

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

Activity	Number
<ul style="list-style-type: none"> <li>• Online responses including data entered forms</li> <li>• Letters/emails from service users/members of the public</li> <li>• Formal responses from stakeholder organisations</li> </ul>	3,631 (across all three online forms, including those data entered by the council) 223 40
<b>Petitions</b> <ul style="list-style-type: none"> <li>• Proposed closing of the health and well-being Centres in the County (16 November 2015)</li> <li>• Everyone Deserves a Chance (Proposed closure of health and wellbeing centres)</li> <li>• Don't cut care (Age UK Love later life, part of a national campaign)</li> <li>• The Elms health and wellbeing centre Witney</li> </ul>	204 signatures 964 signatures 1,100 signatures 64 signatures
<b>Public meetings</b> <ul style="list-style-type: none"> <li>• Booked a place at Oxford public meeting event</li> <li>• Booked a place at Banbury public meeting event</li> <li>• Booked a place at Wallingford public meeting event</li> </ul>	126 people 102 people 120 people
<b>Attended parish and town council event</b>	106 people attended representing 75 councils

## Main Findings

### Written consultation

6. The council received over 3,000 representations from residents and services users in response to the 95 savings options presented. The table below summarises the number of savings options put forward by each directorate and a count of responses received in response to each. The clear majority of responses were negative in tone, objected to savings being made or expressing concern about the impact.

Service area	Savings option	Count
Adult social care	31	1,431
Children, Education & Families	13	332
Environment & Economy	27	512
Fire & Rescue Service	8	61
Libraries and Culture	2	744
Corporate Services	8	73
Corporate Measures	6	31

7. The most frequently commented on savings options (> 50 submissions) are presented in the table below. Many people chose to submit comments on a single savings option rather than several.

Reference	Savings option	Count
LCS2	Cease funding of arts centres	548
SCS22 (was SCS24)	Housing related support	265
SCS 21b (was SCS22)	Health and Wellbeing Centres	244
SCS 21a (was SCS21)	Tier 2 Day Services	221
LCS1	Library Savings	164
SCS18	Planned support (known as warden control schemes)	123
CEF12	Early Intervention and Hubs/Children's Centres	79
EE23	Subsidised bus consultation proposals	76
SCS1	Prediction of demand for service	57
SCS13	Intervention and prevention service - HIV	56
EE22	Rights of way	54
SCS2	Land and Property	53
CEF13	Services for disabled children and families	51
EE1	Patching work	51

8. A detailed analysis of the comments received is currently being finalised and the full report will be made available as soon as possible for councillors and the

public in advance of the performance scrutiny meeting on 17<sup>th</sup> December. This report will be accompanied by a complete deposit of all the consultation responses. It will also include the full responses from key local stakeholders including the five district councils, Thames Valley Police and Oxfordshire Clinical Commissioning Group.

### Public meetings

In total, nearly 350 people attended the three Talking Oxfordshire public meetings. Each meeting was chaired by an independent host from the Consultation Institute. Councillor Ian Hudspeth, Leader of the Council and Lorna Baxter, Chief Finance Officer, introduced the council's budget position and why we are required to make savings.

9. Following the initial presentations, Councillor Hudspeth and Lorna Baxter were joined by Peter Clark, Head of Paid Service for the public debate session about the council's 95 budget savings options. A wide range of issues were discussed but a large proportion of the each meeting was concerned with discussing savings options for adult social care and children, education and families.
10. The main talking points common to at least two or more of the public meetings were:
  - The need to **protect the most vulnerable** in society.
  - Concern on many fronts about the possible closure of **children's centres**, including negative impact on families, risk of missing early warning signs, cascading pressures to other service.
  - Concern about the closure of **health and well-being centres**, including negative impact on service users and their carers, cascading pressures to others services.
  - the need to **lobby/challenge government** and make representations about the council's financial situation.

## Stakeholder meeting

11. Overall, 75 parish and town councils were represented at the Talking Oxfordshire stakeholder meeting, which was organised and hosted by Community First Oxfordshire on behalf of the council. This meeting was to give local councils the opportunity to discuss the impacts of the savings options on their communities and the possible responses that could be put in place. The main points raised were:

### **The impact of the proposed options being implemented:**

Concern at the loss of preventive services:

- Children: childrens' centres
  - Adults: day care, transport, mobile libraries
  - Bus subsidies
  - Road maintenance and gritting; maintenance of footpaths
- Concern that reducing expenditure on these services may actually cost the County Council and NHS more in the long run.
  - Growing resistance to Government budget cuts.
  - Taking on services\_– not all parish councils are willing or experienced enough to take on services from the County Council.
  - More rural isolation of the elderly with associated health consequences.
  - Over-reliance on the same, small number of volunteers without adequate support.
  - Closing Waste/recycling centres – increase in fly-tipping.
  - Drainage and flooding problems may increase in some areas.

### **Suggested responses by participants:**

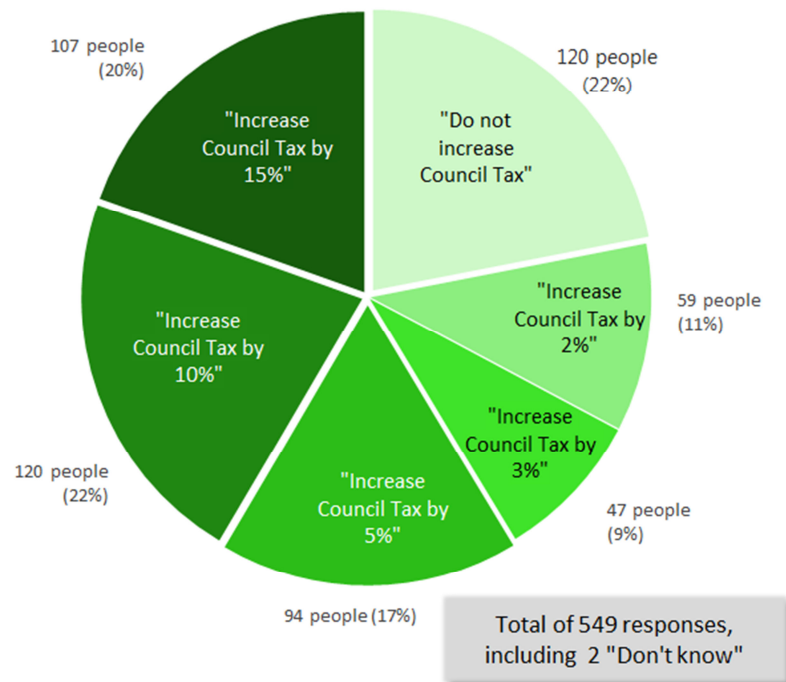
- The vulnerable must be protected.
- Challenge Government policy with other councils and the LGA.
- Deliver services more cost effectively:
  - Understand the full cost of services and assess their benefits.
  - Insist on more efficient, outcome based commissioning.
  - Consider delivering profitable services in house or via not for profit bodies.
  - Devolve services to parishes and incentivise accordingly.
  - Bring bus providers together with communities to improve viability of rural routes.
  - Promote unitary government: there are too many tiers of government.
  - Explore delivering some services at a sub-regional level.
  - Sell local authority assets.

- Income generation should be a priority. The county council should consider:
  - Holding a referendum to increase Council Tax above 2%; schedule it at the same time as other elections to reduce costs.
  - Consider drawing on investments, not reserves.
  - Charge for services; many people are prepared to pay more for some services (buses, waste centres etc.).
  - Concessionary bus passes: a voluntary scheme should be set up so only those that need them use them.
  - Cut councillors' allowances.
- Lengthsmen: the county council should support Lengthsmen – share across parishes.
- Parish councils should survey residents on raising precept – this will need to be done quickly if they are to factor an increase into the next year.
- New Homes Bonus: use for key infrastructure.
- Volunteers: need more training and professional support. Strengthen arrangements for recruiting younger volunteers so the responsibility is shared. Scope for using local volunteer labour on some tasks such as grass cutting.
- Support enterprise: help villages or clusters of villages develop social enterprises such as 'Village Companies'.
- Transitional funding must be made available.
- Community transport: support volunteer car schemes properly.
- Resource sharing website: car sharing / furniture / time.

### **Attitudes towards Council Tax responses**

12. As part of the consultation people were asked about their attitudes towards council tax levels, based on the scenario that an increase in council tax levels could help to protect frontline services. In total, the council received 549 comments via the online form including two don't know answers.
13. The pie chart below summaries their preferred council tax increases. There was equal support (c. 20%) for a council tax freeze and a 15% rise, with the majority (59%) supporting for a rise of between 5-15%.





14. Council Tax levels were also discussed at all three public meetings and the results of the straw poll at the Wallingford meeting was in favour of a rise. Polls were not taken at the other two meetings.

Maggie Scott, Chief Policy Officer

Contact Officer: Carole Stow Tel: 01865 323742

December 2015

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

<b>Total Pressures</b>					
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Children, Education & Families	4,190	0	0	0	4,190
Adult Social Care	2,980	-585	5,000	5,000	12,395
Fire & Rescue Service, Trading Standards and Community Safety	0	0	0	0	0
Environment & Economy	4,477	-1,859	500	500	3,618
Cultural Services	0	0	0	0	0
Corporate Services	0	0	0	0	0
Corporate Measures	12,352	4,289	5,947	4,194	26,782
<b>Total Pressures</b>	<b>23,999</b>	<b>1,845</b>	<b>11,447</b>	<b>9,694</b>	<b>46,985</b>

<b>Total Savings or Cuts in Services</b>					
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Children, Education & Families	960	-5,194	0	-400	-4,634
Adult Social Care	-1,408	-178	-7,963	-6,035	-15,584
Fire & Rescue Service, Trading Standards and Community Safety	-410	-48	-30	-360	-848
Environment & Economy	-6,348	-825	-290	-1,492	-8,955
Cultural Services	-300	-400	-392	0	-1,092
Corporate Services	-812	-450	-150	0	-1,412
Corporate Measures	-6,900	-3,200	-2,000	-1,300	-13,400
<b>Total</b>	<b>-15,218</b>	<b>-10,295</b>	<b>-10,825</b>	<b>-9,587</b>	<b>-45,925</b>

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

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>									
CEF1	Management & Central costs	Reductions could be made to management and administrative staffing. Detailed savings will be identified as part of the new directorate organisational arrangements.	No direct impact on the public.	S				-400	-400
CEF2	Non-delegated schools costs	With increasing numbers of schools becoming academies, it is felt this proportion of the budget will no longer be required.	No direct impact on the public.	S	-24				-24
CEF3	Schools, education and learning	The council could establish a new traded arm within the council. There would be a reduction in staff numbers (estimated at 17 FTE) but an opportunity to refocus priorities and generate a trading surplus. Maximising income would allow the financing of work beyond schools requiring improvement. This would be financed by use of an agreed proportion of income to be returned to the council from the ring-fenced trading arm or other potential future trading vehicle. It is acknowledged that more market research is required on this option.	Creation of a traded arm would reflect the council's changing role in relation to the support it provides all schools - regardless of status. Developing the local market for school improvement services, with the opportunity to reinvest in the county's schools, could benefit Oxfordshire children.	S	-422	-984			-1,406
CEF4	Youth offending service	Reduction in contribution to the multi-agency Youth Offending Service (YOS). The council could achieve this saving by targeting resources that align with the Youth Offending Service's statutory functions and the demand on children's social care services.	Together with anticipated savings imposed by the Youth Justice Board, this would reduce the range of services that are dedicated solely to young offenders and mean that children who have offended or are at high risk of offending will be supported by the youth offending team and accessing services provided to all vulnerable children.	C	-100				-100
CEF5	School organisation and planning team	The council provides a free-of-charge service to assist schools that are converting to become academies. Schools do receive a Government grant to assist them to convert. Could be accumulated by charging instead of providing a free service.	No direct impact on the public.	S	-100				-100
CEF6	Early years SEN inclusion teachers	Review service delivery for the service that supports families, early years settings, children's centres and childminders in relation to children with special educational needs. With the aim to provide an effective service with less money.	This would mainly impact pre-school children attending Private, Voluntary and Independent (PVI) settings and any child who does not have a statement or Education, Health and Care Plan.	C		-100			-100
CEF7	Special educational needs (SEN)	The council could seek to challenge and drive down the cost of placements and educational provision for post-16 students with high-level needs. This would include reducing the costs of out-of-county residential colleges, and high-cost placements in further education colleges and post-16 training providers.	Potential reduction in quality of education for post-16 SEN students.	S		-100			-100

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
CEF8	SEN support services (SENS)	The council would reduce its management costs by transferring centrally employed staff to direct employment by schools. It is not anticipated this would involve any redundancies given the gradual changes.	No direct impact on the public.	S		-50			-50
CEF9	School organisation and planning – early years sufficiency and access	The council has a team for place planning for schools and other settings. It aims to ensure a sufficient supply of early years places. The grant used to create new provision could be decreased by £45,000.	This could impact on the council's ability to ensure sufficient places to meet the government's promise to deliver 30 hours of free entitlement to families where both parents are working. Disadvantaged two year olds and their families would potentially be impacted.	C	-45				-45
CEF10	School organisation and planning team	A budget which is used to assist schools with very minor internal modifications to buildings could be discontinued. Alternatively, staffing could be reduced – with one potential method being not replacing on a like-for-like basis a member of staff when they retire.	Temporary shortfalls in local supply of school places.	S	-24	-10			-34
CEF11	School organisation and planning – admissions and transport	Cease printing admissions brochures for parents. Information would remain on the public website. Only 10 per cent of applications are currently made on paper. Schools would be encouraged to support parents in making online applications.	The small proportion of families without access to the internet would find it more difficult to apply on time for school places. Schools would be encouraged to support parents in making online applications.	S	-25				-25
CEF12	Early Intervention Hubs/Children's Centres.	By combining the current early intervention hubs with the current network of children's centres to create a new 0-19 service based around eight Children and Family Resource Centres. A public consultation is currently underway on this issue. The council agreed to save £6m in this area in its last budget process. The proposal out to consultation would save £2m in addition to this.	If approved, the proposal would focus its reduced resources on the most vulnerable children and families, with universal services currently delivered by children's centres and early intervention hubs no longer funded. This option is currently subject to consultation.	C		-2,000			-2,000
CEF13	Services for disabled children and families	Contracts for a range of day and overnight short-break care services commissioned for disabled children with parents, young people and other partners are due to finish in March 2017. The council would review these services during 2016, in consultation with families and other key partners. The council wishes to make sure the funding available is used to achieve the best possible outcomes. The review would include the residential short break services, which are jointly funded by the Council and the Clinical Commissioning Group with a contribution from Barnardos.	The ability of the council and parents/carers to look after children with very complex needs relies on this service. Reduction in support would lead to increased pressure on families.	C		-250			-250
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-740</b>	<b>-3,494</b>	<b>0</b>	<b>-400</b>	<b>-4,634</b>

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>CHANGES TO EXISTING MTFP</b>									
CEF14		Rephase 15CEF12 - Joint Commissioning			500	-500			0
CEF15		Rephase 15CEF2 & 16CEF4 - integration of Children's Social Care and Early Intervention			1,200	-1,200			0
<b>TOTAL CHANGES TO EXISTING MTFP</b>					<b>1,700</b>	<b>-1,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PRESSURES</b>									
CEF16		Academies Team - Funding required to meet costs of work required when schools convert to academies		NP	470				470
CEF17		Pressure arising from Adoption Reform Grant ceasing which is used to fund approximately £0.300m of posts.		NP	300				300
CEF18		Pressure in staffing of Children's Social Care teams in both Administration and front line staff to address increased numbers of children requiring intervention		NP	2,000				2,000
CEF19		Additional pressure in Home to School Transport for SEN pupils arising from increased numbers and routes		NP	1,420				1,420
<b>TOTAL PRESSURES</b>					<b>4,190</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,190</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>5,150</b>	<b>-5,194</b>	<b>0</b>	<b>-400</b>	<b>-444</b>

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

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-595	-1,144	0	-400	-2,139
Cuts	-145	-2,350	0	0	-2,495
	-740	-3,494	0	-400	-4,634

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>									
SCS1	Prediction of demand for service	In line with national and local trends, the council is predicting a continuing increase in demand for social care and is budgeting accordingly. Due to other work to proposals and the ongoing work on prevention and meeting needs more effectively, this increase in demand may not be as high as currently predicted. If this is the case, the council could make savings against current predictions.	There would be no direct impact on the public, as eligible care needs would continue to be met in all cases. However, if demand increases in line with current predictions it would create pressure in the budget that require further savings in other areas.	S			-1,700	-1,700	<b>-3,400</b>
SCS2	Land and Property	The Council could undertake a number of actions to utilise council-owned land to increase the availability of extra care housing and specialist residential care (eg for dementia). The use of Council owned land will increase the supply of extra care housing, thus reducing costly placements in care homes. The development of specialist residential care on Council owned land should reduce development costs and the care fees paid by the Council	The impact of this should be positive on individuals, by increasing choice and range of how to meet care and support needs. The council would work closely with providers to develop proposals, and district councils to incorporate within overall development plans	S		-165	-400	-935	<b>-1,500</b>
SCS3	Care Homes	The Council could review and renegotiate the contracts to provide residential care placements, including the council's contract with the Oxfordshire Care Partnership, to reduce the rates for existing placements and lower the rates for future placements. This would include forming strategic partnerships with providers and developers, and introducing a dynamic purchasing system whereby all care homes on an overall contract are guaranteed council business but not the level of placements that will be made. Placements would be made on a case by case basis determined by a persons need, and the availability and cost of a placement to meet this need.	No direct impact on the public, as all eligible care needs would continue to be met	S		-870	-400		<b>-1,270</b>
SCS4	Prescription/retail model for equipment	Providing a prescription and information about options to source equipment that helps to meet people's eligible care and support needs rather than just providing the equipment itself. Research suggests that up to 50% of people given a prescription for equipment do not use it and choose to meet their needs in other ways.	There is a risk that people do not have access to the equipment they need to maintain their independence and safety at home. The council would ensure people with eligible needs for care and support receive equipment that is necessary to meet their needs, and information about alternative sources of funding for people wishing to continue using equipment without the means to be able to pay for it.	S		-500			<b>-500</b>

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS5	Intervention and preventative services - Falls Service	As it is not a statutory responsibility, council funding for the Falls Service contract with Oxford Health could be stopped. It is jointly funded by the council and the Oxford Clinical Commissioning Group. Assessments will be offered to anyone with eligible needs for care and support providing tailored information and advice to help people identify other sources of support, including working closely with NHS partners to link to other services.	There is a risk that the reduction in specialist support for people who fall or who are at risk of falling could result in a lessening of people being able maintain their independence and wellbeing, possibly leading to them becoming unwell and needing to be admitted to hospital.	C	-273				-273
SCS6	Adult social care support for prisoners	Reduce the amount of money allocated to how we assess and support prisoners requiring social care. This was a new responsibility from April 2015 and demand has not been as high as originally anticipated, so the budget can be reduced.	There is a legal duty to assess need but locality teams would be able to meet the demand as numbers are relatively low and the service would merge into overall social work, avoiding potential duplication.	S	-207				-207
SCS7	Emergency response - redesign emergency response services	Reduce duplication and overheads by redesigning emergency response and crisis services by combining the Crisis Response Service, the Emergency Carers Support Service and Telecare monitoring and response services. This will lead to more cost effective and responsive services.	No direct impact on the public.	S	-200				-200
SCS8	Carers - Carers Oxfordshire	A reduction in the contract with Carers Oxfordshire could be made by reducing expenditure on marketing, information, advice and support, training, and the carers partnership board. This would focus resources on continuing to meet statutory responsibilities. The remaining funds would be focused on areas of greatest need such as face to face support and volunteer befriending.	If carers do not receive the support they need this could lead to more pressure on carers and increase the risk of needing emergency services for the cared for person. Reductions in funding would be phased to allow providers to seek alternative sources of funding and develop a revised model of service.	C	-60	-100			-160
SCS9	Information and advice	Consolidating existing contracts information and advice services whilst maintaining statutory requirements under the Care Act, focusing on specialist advice e.g. accessing benefits, managing debt and finding your own care and support.	Effects could be reduced by the council's continued investment in the Community Information Network which provides supported access to information and advice on local services and activities in Oxfordshire.	C			-120		-120
SCS10	Carers – respite	Review the way respite is provided to focus more on alternatives to bed based respite i.e. increased care at home could provide more effective ways of ensuring carers get the breaks they need.	Could be seen as a reduction in support for carers, and providing respite in different ways may not suit all circumstances. If carers do not receive the support they need to sustain them in their caring roles, this could lead to more pressure on carers and increase the risk of needing emergency services for the cared for person.	C		-100			-100



Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS11	Extra care housing staffing and strategy - revised model of care	Ensure that large extra care housing schemes have two staff at night time rather than just one, allowing them to provide planned night care as well as reactive response for those people that require it. This would enable people with higher level needs to be placed in extra care housing rather than more expensive residential placements.	This would reduce the numbers of people needing to be placed in care homes. It would require marketing the benefits of the change and ensuring the costs were only passed on to people who needed the additional support and not all extra care housing residents.	S			-93		-93
SCS12	Extra care housing staffing and strategy – change in admission criteria	A reduction in care home admissions and better targeting of services to those who need them most could result from reviewing the placement strategy in extra care housing.	This would require joint working with district councils and housing providers in the county as they are involved in for Extra Care Housing placements.	S	-50	-43			-93
SCS13	Intervention and preventative services - HIV	As it is not a statutory responsibility, funding for the HIV day services contract could be stopped.	Future support for people with HIV could be integrated into Oxfordshire's core Adult Social Care services, with particular emphasis on ensuring information and advice, advocacy, assessments and support planning take into account service users' cultural, gender and sexual orientation related needs.	C	-50				-50
SCS14	Land and property – print unit buildings	Reducing the number of buildings the council's print unit uses from two to one would lead to savings. The council print unit provides employment opportunities to vulnerable people, including people with learning disabilities, to support their independence.	Reduced space but improved facilities and use of resources. Staff would need to be involved in designing the reduced service and planning the changes to delivery and production it would entail.	S	-30				-30
SCS15	Intervention and preventative services - aphasia	We would work closely with NHS partners to review funding for the aphasia communication support service, for people with specific communication difficulties most commonly caused by a stroke or severe head injury. The review would focus on removing duplication and streamlining services.	Future support for people with aphasia would be integrated into Oxfordshire's core adult social services with emphasis on ensuring information and advice, advocacy, assessments and support planning acknowledge service users' communication needs.	C	-17				-17
SCS16	Review of funding allocations to meet eligible care needs	A review of the funding allocated to meeting individuals' care and support needs. This would be through reviewing the costs of meeting care needs used in the Resource Allocation System and introducing panels to review assessment and support planning decisions for mental health, physical disability and older people including continuing healthcare clients. Panels operating in learning disabilities have shown that eligible social care and support needs can be met effectively at lower cost.	The council would ensure that individuals' care and support needs were met as cost effectively as possible including investment in areas such as equipment which would offer value for money ways of meeting people's needs appropriately. Individuals would have the option to top up the cost if they wanted their needs to be met in a more expensive way.	S	-1,600	-750	-750		-3,100

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS17	New models of delivering care – social impact bond	Developing a payment by results contract financed through a Social Impact Bond for learning disability services to deliver reduced costs in individual care packages over time.	The aim would be to reduce costs per package and if successful, it could be rolled out to other groups. The commercial arrangements would need to be carefully developed to make sure they achieved the desired outcomes and that the level of payments provided the right incentive for providers to deliver those outcomes.	S			-1,000		-1,000
SCS18	Planned support (known as warden schemes)	Removing the funding for planned support schemes (peripatetic warden schemes). People in these schemes do not generally have eligible care needs and the wardens do not provide statutory eligible care.	The schemes do not provide personal care or support people with eligible care needs. A reduction in support could lead to increased admissions to care homes, or earlier onset of needs, though this is unlikely to be at any cost to the Council.	C	-500				-500
SCS19	Oxfordshire Support Fund	Stopping grants to people through the Oxfordshire Support Fund. People eligible for care and support could still receive support from the council, which could signpost other sources of support such as charities and the voluntary sector.	some vulnerable people may not receive small grants to help them become or stay independent or meet emergency needs, but anyone with eligible care and support needs will continue to have these needs met in line with our statutory responsibilities. There could be an impact on grants to set up home for young people leaving care as these have been topped up through the Support Fund for the last two years. Some funding would be invested in improved information and advice to this group to help mitigate the impact of this.	C	-381				-381
SCS20	Review of contracts - Healthwatch	Reducing funding for Healthwatch Oxfordshire by 30%.	The statutory responsibilities of Healthwatch Oxfordshire can be met in many ways. Reducing funding could mean less activity, but not necessarily a reduction in impact. Funding for Healthwatch Oxfordshire is exclusively from the county council, and as Healthwatch is now more established it may be able to find additional funding from other sources.	C	-100				-100

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS21a	Tier 2 Day Services (Voluntary Sector provided day services)	Stopping funding day services provided by voluntary and community sector organisations. The majority of users (95%) of these services are not eligible for care and support from the council. Ending the funding could also mean transport savings. The council would assist current services to become financially independent where it is possible to do so; commission a new older peoples' community prevention service; ensure people using these services are aware of the information and advice options, which can inform and advise about what else is available in Oxfordshire, and work with the voluntary sector to look at options for increasing their role in delivering day opportunities.	The funding provided by the Council does not cover the full cost of providing these services, so it would be possible for them to continue and/or seek alternative sources of funding. This could lead to increased social isolation, hospital admissions and care home placements. To reduce the impact of this change, the Council would offer assessments to all clients using these services (and their carers) and meet their needs for care support if they are eligible.	C	-300	-450			-750
SCS21b	Tier 3 Day Services (Health and Wellbeing Centres)	A saving of £2,050,000 could be achieved by stopping funding the seven Health and Wellbeing centres provided by the Council, and one provided by the Leonard Cheshire Trust. Stopping the funding would release capital and revenue savings and possibly savings in transport costs. The council would assist current services to become financially independent where it is possible to do so; commission a new older peoples' community prevention service; ensure people using these services are aware of the information and advice options, which can inform and advise about what else is available in Oxfordshire, and work with the voluntary sector to look at options for increasing their role in delivering day opportunities.	This could lead to increased social isolation, hospital admissions and care home placements. To reduce the impact of this change, the Council would offer assessments to all clients using these services (and their carers) and meet their needs for care support if they are eligible.	C		-2,050			-2,050
SCS21c	Transport to day services	Savings of £200,000 may result from stopping funding of Tier 2 and Tier 3 day services as outlined above. This is because the council provides transport to and from these services for a number of people.	No direct impact on the public. People's ability to access appropriate alternative ways to meet their needs would be considered as part of the support planning process.	C		-200			-200

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS22	Housing related support	Funding homelessness services through Housing Related support is not a statutory requirement and would be further reduced. The council has continued to subsidise housing support and maintained investment in housing related activity for the past 5 years (even though it is not a county council responsibility) following the government decision to significantly reduce central funding.	There could be negative impact on service users (single homeless people, people at risk of domestic abuse, people misusing substances, people with a history of offending and people using the floating support service), their friends & families, and future service users. There could also be an increase in demand for statutory services such as health and housing as service users' situations deteriorate. The timing of this reduction needs careful consideration in view of the potential significant consequences to those affected by the service. We would continue to work closely with our statutory and non-statutory partners to consider other ways of delivering this support, e.g. alternative funding sources and/or alternative ways in which this support could be provided.	C		-500	-500	-500	-1,500
SCS23	Intermediate care beds	Replacing intermediate care beds with home based intermediate care in the community. A study of people using intermediate care beds compared to those receiving support at home showed that short-term rehabilitative care in a home setting leads to a greater proportion of people needing no on-going care and regaining their independence.	The impact of this change is likely to be positive.	S			-1,000		-1,000
SCS24	Intermediate care - Discharge Pathway	Reviewing and redesigning hospital discharge services to combine a number of existing services into a more streamlined pathway to get people out of hospital as soon as they are ready for discharge.	This could avoid duplication between services, reduce the number of transitions between different providers, improve consistency, and potentially improve current performance around discharge. Possible reduced capacity in the redesigned service could be offset by comprehensive joint working between organisations around planning transitions and transfers. In the short term there may also be a need to review how to respond quickly to initial delays and/or reduced capacity and capability.	S	-440				-440

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS25	Intervention and preventative services - Dementia	Savings could be achieved by a reduction in funding for the Dementia Support Service once the current contracts expire in 2019/20.	More people in the county now have dementia so reducing the service could affect the ability of the service to meet demand. This could also lead to increased costs elsewhere, e.g. increased admissions to care homes. Close work with NHS partners would be needed to carry out this proposal as part of the wider dementia services they commission, and to monitor and lessen the impact on people with dementia.	C				-400	-400
SCS26	Adult Social Care Money management	A review into other options for delivering money management services for social care clients. Other councils use different approaches which we could learn from. Income generating opportunities such as charging for the service or delivering the service for other councils could be explored. There may be options to merge staff within locality teams and reduce management staff.	The impact would depend on the model developed, as introducing charging would have a direct impact on people using the service. However, this would be means tested to ensure that people were able to afford any charges introduced.	S					0
SCS27	Intermediate care - Reablement	A review and redesign of the reablement service to deliver more effective, lower cost community-based support to help people regain and maintain independence.	This could address on-going issues with performance, deliver significant savings and focus on services which have the biggest impact/benefit for service users. Possible reduced capacity in the redesigned service could be offset by comprehensive joint working between organisations around planning transitions and transfers. In the short term there may also be a need to review how to respond quickly to initial delays and/or reduced capacity and capability.	S	-300				-300
SCS28	Carers – Carers charging	Introducing charging for carers' services. This would put carers onto the same basis as the people they support, whereby an assessment and support plan would be developed and the cost of meeting their support needs calculated, as well as an assessment of their ability to contribute to the cost of the support they need. This proposal could lead to a rise in income for the council and there could be an opportunity to target available resources more effectively towards more vulnerable carers who need additional help by reviewing what types of support are most supportive and effective for carers.	If carers do not receive the support they need to sustain them in their caring roles, this could lead to more pressure on carers and increase the risk of needing emergency services for the cared for person. It would therefore be important to ensure that the Council's ongoing commitment to valuing, acknowledging and respecting the important role of carers is maintained.	S	-200				-200

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS29	Carers – Carers grants	Reducing funding to carers with eligible needs for support could save £200,000. This would create a stronger link between need and funding in line with the Care Act and create an opportunity to improve the targeting of available resources towards more vulnerable carers.	If carers do not receive the support they need to sustain them in their caring roles, this could lead to more pressure on carers and increase the risk of needing emergency services for the cared for person. It would therefore be important to ensure that the Council's ongoing commitment to valuing, acknowledging and respecting the important role of carers is maintained.	S	-200				-200
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-4,908</b>	<b>-5,728</b>	<b>-5,963</b>	<b>-3,535</b>	<b>-20,134</b>
<b>CHANGES TO EXISTING MTFP</b>									
SCS30		Unidentified savings in current MTFP			1,000	3,050			4,050
SCS31		Learning Disabilities - re-phasing of savings in existing MTFP			2,000	2,500	-2,000	-2,500	0
SCS32		£0.500m of saving 15SCS3 cannot be achieved.			500				500
<b>TOTAL CHANGES TO EXISTING MTFP</b>					<b>3,500</b>	<b>5,550</b>	<b>-2,000</b>	<b>-2,500</b>	<b>4,550</b>
<b>PRESSURES</b>									
SCS33		Money Management - the service was transferred from E&E with a business plan to generate income to break even and a bridging reserve. However, the service users are either in receipt of services with fees agreed by the Court of Protection or have insufficient assets to charge. There is therefore a shortfall in cost recovery		NP	220				220
SCS34		Front Door (Health & Social Care Team) - there is has been a consist increase in activity from adult social care clients. E&E have covered the increased costs from underspends elsewhere in 2015/16 but fuding needs to be included on an on-going basis.		NP	430				430
SCS35		Deprivation of Liberty Standards (national issue) - the Cheshire West decision places an obligation on Councils to seek authorisation from the court for the deprivation of liberty for Care Home placements and Supported Living placements. There are costs of social workers, legal fee, administration and medical fees. There has been a one-off grant in 2015/16 which has reduced the pressure in the current year.		NP	485				485
SCS36		Deprivation of Liberty Standards - Learning Disability (national issue) (see description above)		NP	785	-585			200
SCS37		Safeguarding - referrals have increased by 25% over 4 years and this is the required additional resource to support this activity		NP	160				160

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

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

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

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>									
FRS1	Thames Valley Fire Control service efficiencies	Further financial efficiencies from the combined Control Room with Buckinghamshire & Milton Keynes and Royal Berkshire Fire and Rescue Services, above those originally anticipated.	No immediate impact on the public.	S	-75				-75
FRS2	Trading Standards management and enforcement review	Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers.  In the medium term, the council could remove four further enforcement posts, reduce consumer advice and education posts. Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers. The service could also seek to work closer with Thames Valley Police (including joint funding) especially around cyber-crime and human exploitation.	This could lead to a 30 per cent drop in capacity to respond to consumer legislation, enforcement work and the cessation of free support for businesses. There would also be a reduction in support for vulnerable consumers, as well as the team's ability to respond to consumer legislation breaches and undertake proactive prevention activity.	C				-270	-270
FRS3	Chipping Norton fire cover review	The Fire and Rescue Service could remove the second on-call fire appliance from Chipping Norton Fire Station. The on-going availability levels of crewing for the second appliance at Chipping Norton and the reducing number of calls for this appliance has brought into question the continued need for it at the station. Rather than reduce the operational fleet, the vehicle would be held as part of the strategic reserve and eventually be reallocated to Carterton at a later date once the new fire station is built.	In the short term, this would reduce the overall number of frontline fire appliances staffed across Oxfordshire from 34 to 33. The Fire and Rescue Service would seek to communicate this change to local people and the current vehicle would remain part of the strategic fleet reserve for major incidents, with crewing provided from wider Cherwell/West Oxfordshire resources, if needed.	S		-48			-48
FRS4	Fire and Rescue Service strategic leadership team review	Continuing collaboration with the other two Thames Valley Fire and Rescue Services (Buckinghamshire & Milton Keynes and Royal Berkshire) means it is possible to reduce the number of senior managers across the region. A jointly funded post would carry out work across the Thames Valley to seek further efficiencies while maintaining focus on firefighter and public safety.	This would protect frontline operational response capacity and provide capacity across the Thames Valley FRS's to develop further collaborative initiatives.	S	-25				-25



Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
FRS5	Management review – station managers	Reduce the number of operational fire station managers across the county by four (from 24 to 20). The incident command rota can be amended without affecting the minimum number of officers available for operational response duty at any one time. In addition, by working more collaboratively across the Thames Valley, the day-to-day management workload can also be shared without significant increases in workload.	No direct impact on the public.	S	-260				-260
FRS6	Management review – group managers	Reduce the number of operational Group Manager posts in the Fire and Rescue Service.	An increase in the number of Watch Manager level incident support officers from the existing group of supervisory managers and the provision of an Operations Support Team would mitigate this change and create wider opportunities for integration with the rest of Oxfordshire County Council.	S				-90	-90
FRS7	On-call budget	The on-call firefighter salary budget has been consistently well-managed over time – and in conjunction with the reduction in incidents brought about by the wide range of prevention initiatives delivered by the service across the county. This has resulted in an underspend for the last two years.	No direct impact on the public.	S	-50				-50
FRS8	Financial funding arrangements for Fire and Rescue Service cadet schemes.	Seek alternative funding for or remove county council funding for the Oxfordshire Fire and Rescue Service cadet schemes could be stopped in 2018 as this is not a statutory service. To ensure the cadet schemes continue, the council could seek to link with the council's Children, Education and Families Directorate to see if there is a different way to deliver the scheme (to further support our looked after children), or potentially seek sponsorship through a private company.	There would be an impact on the young people who attend the scheme and the subsequent skills and experience they take out to the wider community. There is also a reputational risk to both the service and the county council of ceasing this long-standing youth scheme.	C			-30		-30
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-410</b>	<b>-48</b>	<b>-30</b>	<b>-360</b>	<b>-848</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>-410</b>	<b>-48</b>	<b>-30</b>	<b>-360</b>	<b>-848</b>

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

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-410	0	0	-90	<b>-548</b>
Cuts	0	0	-30	-270	<b>-300</b>
	<b>-410</b>	<b>0</b>	<b>-30</b>	<b>-360</b>	<b>-848</b>

## Environment &amp; Economy - Proposed Budget Changes 2016/17 - 2019/20

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>									
E&E1	Patching works	Charge costs to the capital programme of both smaller and larger patching works, reflecting the way other authorities deliver this element of the service.	Impact on the public will be seen through a reduction in schemes in the capital programme for highway maintenance. Risk of delay in delivery of current capital programme for 2016/17.	S	-2,583	-106			<b>-2,689</b>
E&E2	Highway drainage	Remove current proactive programme for cleaning the main pipes that gullies connect into. Any blockages from tree roots, pipe breaks or silting will have to be addressed once identified.	Less responsive service for the public and increased risk of localised flooding of the highway.	C	-100			-200	<b>-300</b>
E&E3	Increased income from legal agreements	Greater levels of residential and commercial development in the county will generate increased fee income for the approval, inspection and adoption of new roads and alterations to the public highway.	No direct impact on the public.	S	-100	-50			<b>-150</b>
E&E4	Increase fee income from Oxford strategic transport model	Explore further opportunities for generating funding from OCC transport model system.	No direct impact on the public.	S	-25	-25	-25		<b>-75</b>
E&E5	Incident response	Reduce threshold for callout so that we respond to fewer highway defects reports out of hours, and therefore reduce demand for those teams.	Less responsive service for the public though some less urgent issues would be dealt with in a less reactive way.	C	-55				<b>-55</b>
E&E6	New innovation and research partnership	Develop a partnership approach with public and private sector partners - reduced funding and specialist advice for service, with expectation that successful budget bids will provide their own funding.	No direct impact on the public.	S	-25	-25			<b>-50</b>
E&E7	Streetworks / events management	Reduce support for events. Requiring charitable events to fund all road closure costs. The council would seek to optimise capacity of the network as far as practicable with remaining budgets. To mitigate, the council would continue to manage events relating to VIP visits, Repatriations, Remembrance Sunday and May Day free of charge with an estimated annual cost to us of £15,000.	Less responsive service for the public may make some smaller events less viable. Charity related events will not be subsidised, which could lead to them not happening. Risk of more disruption on the network should charges lead to reduced engagement with Highways Department.	C	-25				<b>-25</b>
E&E8	Maintenance of street lighting	Adjust performance requirements for new contract as well as capitalisation of some works currently in the revenue budget. Risk of reduced performance.	Less responsive service for the public.	S	-820	-100			<b>-920</b>

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
E&E9	More effective working with supply chain and external partners	Savings would be achieved within highways by working more effectively with the councils supply chain and external partners. This would be achieved by the use of LEAN process reengineering but would remove some of the flexibility currently available to address local issues. The service would be less able to react to arising issues above and beyond normal service delivery.	No direct impact on the public.	S				-540	-540
E&E10	Grass cutting & tree maintenance	Reduce services to safety areas only;targeting visibility splays. Opportunity for parish and district councils to take on more of these responsibilities and self-fund.	Less responsive service for the public. Lack of maintenance could result in higher cost per meter for the work carried	C	-70			-222	-292
E&E11	Traffic signals maintenance	Charge to the capital programme.	May mean delays to the capital programme.	S	-250				-250
E&E12	Property contract	Renegotiation of elements in property contract to deliver further savings.	Reduction of staff capacity within provider and associated increase in response	S	-50	-190			-240
E&E13	Sharing expertise and joint county-level planning services	Joint Working for Planning Regulation services (e.g. minerals and waste, county planning applications, legal agreement negotiations) with other neighbouring county councils. Savings to be achieved through sharing management teams and professional expertise so some reduced service levels in areas such as minerals & waste, and development control.	Risk that reduction in management resource could result in performance issues and delayed response times - to be mitigated through retained officer resources and business process review.	S	-25	-125	-25	-44	-219
E&E14	Closer partnership working between Economy & Skills and the Oxfordshire Local Enterprise Partnership (OxLEP)	Co-locate Economy & Skills teams with OxLEP and jointly manage these services with OxLEP through a Service Level Agreement (SLA). The SLA could mitigate risk of perceived reduction in direct control over service and would include a tapering of funding from OCC.	This could assist the OxLEP partnership in targeting priorities for inward investment and skills. No direct impact on the public.	S	-50	-50	-50	-45	-195
E&E15	Winter maintenance	Reduce the number of roads gritted in the county to achieve the proposed budget reduction. A route optimisation exercise will be required to re-profile the revised network and number of routes.	If roads that are currently gritted are not gritted in future, other roads may become less safe or useable during winter.	C	-180				-180
E&E16	Locality team co-location	Re-structure management of locality teams and reduce non-staffing budgets used to develop schemes and test development proposals.	No direct impact on the public.	S		-150			-150

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
E&E17	Utilisation of assets and income generation  (Income generation)	Opportunities to generate income including fitting solar panels to roof tops, investing in property sites etc. Greater utilisation of existing property by reducing the footprint needed by the county council and reviewing how best to utilise any surplus space.	No direct impact on the public.	S		-50	-50	-50	-150
E&E18	Real time information	Remove service. This would remove the electronic displays at bus stops and impact on the provision of information to current traffic monitoring systems as well as the recently developed travel planning page, which is being rolled out as part of the Connecting Oxfordshire agenda. The council will seek increased contribution from bus companies to mitigate or replace ongoing funding.	Information will not be provided to the public which alerts them to when buses are due, causing less usage of buses.	C			-140		-140
E&E19	Safety fence repair and maintenance	Remove unnecessary barriers (identified through a risk assessment) and therefore reduce ongoing maintenance.	Less responsive service for the public.	C				-51	-51
E&E20	Reduce policy and strategy capacity	Reduce staffing levels. Mitigated through close working relationships & maximising revenue elements of project funding bids.	No direct impact on the public.	S	-50				-50
E&E21	Joint working and minor operational budget reductions	Further joint working potential with Thames Valley Environmental Resource Centre on environmental information and advice plus minor administration savings through locality joint working. Risk of reduced commitment by other authorities to be mitigated through continued delivery of quality service & assurance of value for additional cost, etc.	No direct impact on the public.	S		-40			-40
E&E22	Public rights of way	Reduce funding to managing the county's network of public rights of way although the council would seek to prioritise funds in this area to support the volunteer network as far as practicable. The service currently delivers high value for its budget through innovative engagement with volunteers reflected in operation budgets being a fifth of that in other areas, while customer satisfaction remains one of the highest in the country. A reduction in service may reduce the number of willing volunteers resulting in a significant deterioration of the network and public satisfaction.	Public Rights of Way in Oxfordshire may become less accessible or attractive than at present.	C				-40	-40
E&E23	Subsidised Buses Consultation Proposals	We are currently consulting on the future of subsidised bus routes. This remaining funding would result in the routes being totally removed, unless they are linked to home to school transport. This option has been included in the current consultation.	This could have an impact on the public whose routes are at stopped.	C	-1,220				-1,220

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000	
E&E24	Survey and Other Works	Reduce surveys which are currently undertaken to inform the council on the condition of the highways network and help it prioritise its highways maintenance programme.	Less responsive service for the public	C		-1,094			-1,094	
E&E25	Area Stewardship	Reduce service down to statutory only, i.e. maintain a safe highway, incl. through safety inspections. Area Stewards would no longer be available to discuss and resolve issues on day to day basis – would mean increased use of Fix My Street and empowering parish councils to identify and/or undertake potential work.	This could cause slow or limited response to day to day issues as only safety related defects would be identified and repaired.	C		-320		-300	-620	
E&E26	Gully Emptying	Prioritising essential work, meaning a reduction in frequency from once every three years to once every four years.	Less responsive service for the public though potential of some challenges due to blocked gullies or flooding in specific locations.	C	-220				-220	
E&E27	Green Waste Credits	On the 21 July 2015 Cabinet agreed to withdraw the non-statutory Green Waste Credit payments to the District Councils from 1 April 2016. This saving replaces and merges with the saving 15EE24 - HWRC Strategy as that saving is unlikely to be realised.	No impact on the public.	S	-500	350			-150	
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>						<b>-6,348</b>	<b>-1,975</b>	<b>-290</b>	<b>-1,492</b>	<b>-10,105</b>
<b>CHANGES TO EXISTING MTFP</b>										
EE28		Energy from Waste - 3rd Party income not realised - 15EE23				1,150			1,150	
<b>TOTAL CHANGES TO EXISTING MTFP</b>						<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>1,150</b>

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>PRESSURES</b>									
EE29		Increased costs of managing the Household Waste Recycling Centres		NP		445			<b>445</b>
EE30		Parking Account - unrealisation of income target		NP	150				<b>150</b>
EE31		Costs arising from Transport Safeguarding Assurance Framework ensuring that clients using transport service supported by Oxfordshire County Council are safeguarded effectively		NP	373				<b>373</b>
EE32		Supported Transport Programme Costs - implementation costs are integral to the realisation of the £6m savings in Supported Transport included in the MTFP		NP	274	-274			<b>0</b>
EE33		One-off Investment needed to realise a number of savings set out above		NP	2,180	-2,180			<b>0</b>
EE34		Net pressure from Property		NP		150			<b>150</b>
EE35		Waste - increase in tonnages		NP	1,500		500	500	<b>2,500</b>
<b>TOTAL PRESSURES</b>					<b>4,477</b>	<b>-1,859</b>	<b>500</b>	<b>500</b>	<b>3,618</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>-1,871</b>	<b>-2,684</b>	<b>210</b>	<b>-992</b>	<b>-5,337</b>

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

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

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>									
LCS1	Library Savings	Retention of all 43 libraries (22 core and 21 community libraries) but provide service redesign and changes internally to provide savings, including: (A) Reduction of book fund. (B) Closure of all mobile libraries; 4 general service library vehicles and 2 children's service vehicles. (C) Library Service management and staffing reorganisation in conjunction with the Council's Customer Service Centre and ICT function over the next two years. (D) Retendering of the Library Management Information system.	(A) Some reduction in provision of relevant, up-to-date resources, books and information. (B) Impact on services to children and elderly, particularly in rural and disadvantaged homes. In mitigation some users particularly the older and less mobile could be offered the Home Library Service. (C) This will lead to a reduction in the current Library staffing establishment coupled with the deployment of Customer Service Advisers from County Hall to libraries and other County Council buildings. This deployment is integral to the delivery of the digital agenda and specifically the support of vulnerable citizens. The continued development of supported self-service in library settings uses the existing investment in the Peoples' Network and the extension of public Wifi which is already committed over the next two years.	C	-300	-400	-300		-1,000

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



Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
LCS2	Cease funding of arts grants	The council could cease funding cultural activities from 2018/19 relating to: (A) Pegasus Theatre (B) Oxfordshire Youth Arts Project (OYAP) (C) Oxford Visual Arts Design Agency (OVADA)	Core funding strengthens projects ability to attract other funding, particularly from Arts Council and other sources. Significant reduction of core funding to these projects potentially jeopardise long term sustainability. Loss of youth activities particularly for disadvantaged children, including excluded pupils (OYAP). Non-statutory provision and, therefore, subject to appropriate consultation, possible to end with sufficient and appropriate notification. Sufficient notice required to allow further progress on commissioned work from the council on a range of youth activities and to allow sufficient time to source other funding.	C			-92		-92
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-300</b>	<b>-400</b>	<b>-392</b>	<b>0</b>	<b>-1,092</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>-300</b>	<b>-400</b>	<b>-392</b>	<b>0</b>	<b>-1,092</b>

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

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	0	0	0	0	0
Cuts	-300	-400	-392	0	-1,092
	-300	-400	-392	0	-1,092

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>									
CS1	Senior management review	A review of future management structures is under way. Once completed there will be a need to review the way that corporate services are provided to ensure that the approach is efficient and fit for purpose across the organisation. This will include all areas of the centre of the council - policy, data analysis, Freedom of Information requests, communications, finance, legal, HR and democratic services. These savings will be from 2017/18 and are subject to the outcome of the senior management review and the future structure of the council.	Analysis of impact depends on the outcome of the senior management review. Likely to be an impact on the support provided to directorates.	S	-300	-200	-100		<b>-600</b>
CS2	Organisational development	Reduced learning and development budgets for staff training.	Some impact on staff development activity, but over £600,000 is retained for training purposes. More online training – no Investors in People reaccreditation in 2017.	C	-124	-150			<b>-274</b>
CS3	Finance and internal audit	Over the medium term, as new ICT systems become embedded the need for financial support currently provided by finance should reduce.	Potential reduced capacity to support the council's managers which should be mitigated by new ICT systems becoming embedded.	S	-100	-100	-50		<b>-250</b>
CS4	Communications – reduce campaigns and consultations	Reducing money spent on consultations, surveys and campaigns as well as removing one post in the communications team.	Some reduction in public engagement activity, but we would continue to meet our legal requirements.	C	-145				<b>-145</b>
CS5	Reduce senior HR staff	The council could seek to reduce the hours of some senior HR staff following the transfer of services to Hampshire IBC.	Limited impact as work is transferred to Hampshire and successors developed.	S	-82				<b>-82</b>
CS6	Unison – reduce budget	The budget for the Unison union could be reduced by approximately 20%, £30,000. The size of staff is reducing so the number of people the union represents is also reducing.	Reduced level of service. No direct impact to the public.	C	-30				<b>-30</b>
CS7	Change administrative arrangements for locality meetings for councillors	Meetings are held in various localities in Oxfordshire for county councillors to discuss local issues with staff. The proposal is to reduce administration costs linked to these meetings.	This saving relates to making different administrative arrangements for meetings and will not prevent the meetings from proceeding. No direct impact to the public.	S	-22				<b>-22</b>

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
CS8	Reduce chairman's budget as previously underspent	The chairman is the ceremonial head of the council and is always a serving county councillor. Duties include being the politically impartial civic leader for Oxfordshire County Council, acting as an ambassador for the county council and Oxfordshire, presiding over meetings of the full council, hosting civic events and accepting invitations on behalf of the county council to attend events.	This budget could be reduced without adverse impact on the Chairman's ability to fulfil his or her role. No direct impact on the public.	S	-9				-9
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-812</b>	<b>-450</b>	<b>-150</b>	<b>0</b>	<b>-1,412</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>-812</b>	<b>-450</b>	<b>-150</b>	<b>0</b>	<b>-1,412</b>

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

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

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>									
CM1	Increase in Council Tax base	Future housing growth will lead to more council tax income than the amount already assumed.	No direct impact on the public	S	-2,000	-800	-800	-800	-4,400
CM2	Local Pay Award	The pay award is likely to be lower than the increase assumed in the current financial plan.	No direct impact on the public	S	-2,100	-1,400	-700		-4,200
CM3	Contract Inflation	Based on current inflation rates, the funding needed for contract inflation is likely to be lower than expected.	No direct impact on the public	S	-1,000	-500			-1,500
CM4	Strategic measures	Better investment return on our bank balance and reduced costs of borrowing for new capital schemes.	No direct impact on the public	S		-500	-500	-500	-1,500
CM5	Ending of national insurance rebate on State Pension	Ending of employers NI rebate on State Pensions from 2016/17 is expected to cost less than planned due to fewer staff being employed.	No direct impact on the public	S	-1,000				-1,000
CM6	Insurance contract	Savings arising from successful contract negotiations for the council's insurance cover.	No direct impact on the public	S	-800				-800
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-6,900</b>	<b>-3,200</b>	<b>-2,000</b>	<b>-1,300</b>	<b>-13,400</b>
<b>PRESSURES</b>									
CM7	Funding and Inflation	Net pressure from adding additional years the the Medium Term Financial Plan. Additional income from a Council Tax increase of 2%, an increase in the taxbase and additional business rates offset by a reduction in Revenue Support Grant and other specific grants and inflation.				-700	3,203	2,151	4,654
CM8	Council Tax	Pressures from reducing the Council Tax increase from the current MTFP assumption of 3% to 2%.			2,942	3,146			6,088

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
CM9	Funding	A faster and steeper cut to Revenue Support Grant than currently assumed.			6,231	3,115	2,710	2,007	14,063
CM10	Business Rates	A reduction in Business Rates funding from low inflation rates and a deficit on the collection of rates.			3,179	-1,272	34	36	1,977
<b>TOTAL PRESSURES</b>					<b>12,352</b>	<b>4,289</b>	<b>5,947</b>	<b>4,194</b>	<b>26,782</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>5,452</b>	<b>1,089</b>	<b>3,947</b>	<b>2,894</b>	<b>13,382</b>

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

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

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SERVICE & RESOURCE PLANNING 2016/17 - 2019/20  
 PERFORMANCE SCRUTINY COMMITTEE -17 DECEMBER 2015  
 EARMARKED RESERVES

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

**SERVICE & RESOURCE PLANNING 2016/17 - 2019/20**  
**PERFORMANCE SCRUTINY COMMITTEE -17 DECEMBER 2015**  
**EARMARKED RESERVES**

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



SERVICE & RESOURCE PLANNING 2016/17 - 2019/20  
 PERFORMANCE SCRUTINY COMMITTEE -17 DECEMBER 2015  
 EARMARKED RESERVES

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

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

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

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## Oxfordshire County Council

### Budget Options Review

#### **Report- October 2015 by W Roots**

##### A. Introduction

1. I was commissioned at the beginning of October 2015 by Alan Finch of the Local Government Association (LGA), following discussions with the Council's Chief Finance Officer –Lorna Baxter, to undertake a rapid review of the Council's budget savings options. The review was to be focused on whether there were additional options open to the Council to achieve savings and avoid some of the more publically sensitive options likely to be needed to be considered to balance future plans.
2. The Leader of the Council was keen to obtain an independent view on this prospect following questions raised locally regarding a potential option on Children's Centres in particular.
3. For the sake of completeness I set out an outline CV in Appendix 1.
4. I have looked at a range of Council documents in undertaking this review geared in the main to the Council's Medium Term Plans and its budget and monitoring processes. I have also interviewed a number of people as summarised in Appendix 2. I have curtailed both the documents sought and those interviewed compared to the approach that I would adopt were I undertaking a full financial diagnostic review.
5. Since the Council is seeking my independent views, whilst recognising my Terms of Reference (TOR), I have limited the span of my enquiries to those issues that I consider to be most relevant given the timescales involved. Further, I have adopted a reporting style of setting out my findings and recommendations rather than setting out the pros and cons of each issue. I am of course more than willing to explain my analysis and thinking if so required.

##### B. Findings

6. The Council has made substantial savings in recent years. They amount to £204m in the period 2010/11 to 2014/15 followed by an additional £43m in 2015/16 with a further £95m due to be found in the period 2016/17 to 2019/20. The total saving therefore amounts to £342m **per annum**. Staff numbers alone have reduced some 37% (2800 people) in the period from April 2010 to June 15. This number will increase given the scale of savings needed this financial year and in the future.

7. These are a few general points that I wish to make before dealing with the specific issues arising from my TOR. The Council has a well informed and managed financial planning and budget setting process. It involves presenting clear information on the financial challenges ahead in the Medium Term Financial Plan; guidelines on identifying options and a “challenge regime” on options identified involving joint sessions between the Corporate Management Team and Cabinet Members. In addition the Council adopts a transparent approach with those Members who are not part of the ruling coalition. In particular the Performance Scrutiny Committee, who exercise a full interest in budget options, is chaired by the Leader of the Labour Group.
8. The challenges that the Council faces are common to all local authorities given the very significant reduction in spending required to compensate for reduced Government grant support. I am personally aware from a number of reviews that I have undertaken that a number of local authorities will find it extremely challenging to find the reductions needed for 2017/18 onwards.
9. It has not been possible nor necessary for me to go through in detail every past and planned budget change but I have seen and reviewed summarised information. A more detailed summary analysis with the individual saving values is currently being prepared by the Council’s Chief Finance Officer. This analysis will assist the Council in explaining where savings have been made to date when dealing with questions arising on the options being put forward for the future.
10. Unsurprisingly, the council has looked across the full range of services in considering economies.” I have however identified a number of issues below which represent areas for the Council to think about as it seeks to refine its plans and I hope that they are helpful. The areas identified are based upon what I have read, seen or heard as part of this review.
11. Further options for consideration:-
  - a. Property Assets--The Council has an extensive range of property holdings and has identified that it has the potential to do something with almost 200 properties. This number excludes school sites (294 sites). Further the Council has recognised that it is revenue that it needs rather than capital receipts. There are some options appearing in respect of future savings whereby capital receipts are being sought to enable income generation or revenue cost savings to be achieved by re-investment in alternative capital assets. I am also aware that consideration is being given to the potential for the rationalisation of assets across the public sector. However I do not think that this subject is receiving the amount of timely attention that it merits. I consider that there would be benefit in undertaking a more strategic review to see what could be achieved by a more dynamic approach. The aim would be to pursue opportunities that will enable the Council to cut costs or generate income. I

believe that the Local Government Association (LGA) may be able to assist to this end. I also think that school sites should be included wherever possible.

- b. Back Office services—The Council has taken action here with Finance and HR services being provided by Hampshire County Council. There is scope to widen the services covered by such an arrangement (or a separate contract) and consideration needs to be given to a broader definition of back office covering for example legal, ICT, customer and policy, etc. services. In addition the Council does have a Facilities Management (FM) contract. My concern here relates to the scale and commerciality of the approach adopted. A number of those that I interviewed expressed concern to this end. Therefore I suggest that the scope and approach on this contract would benefit from review as would an assessment of the Council’s commercial and procurement skills and approach.
- c. Fees and charges—The Council does set out in its plans its options for income generation and I recognise that many fees and charges are set nationally. However I ask whether the Council adopts an approach based upon “what the market will stand” rather than moving from the level of historic charges.
- d. Contract Management—Local authority skills in maximising the benefit of contracted services can be found wanting. Clearly a substantial amount of the Council’s budget is based upon contracts and the nature of these varies across service areas. The point I have made under b above regarding skills applies here too.
- e. Communication—I am aware that the Council is seeking an assessment from LGA peers. I also believe that the timescale originally planned for public consultation on future savings options has been put back. I think that the Council needs to adopt a more corporate approach to its communications activity and indeed its internal briefing notes, based on those that I have seen (which I concede may not be representative). They and the style of reporting create the impression of a silo based organisation rather than one that has developed and operates on a common corporate framework. To this end the Council really needs to be clearer about what the savings options are that it intends to pursue and adopt an overall analysis across its services rather than Directorate based contributions.
- f. New Homes Bonus—a number of those that I interviewed expressed a frustration in that approximately 80% of the benefit goes to District Councils whereas the bulk of effort to achieve development falls on the County Council. This is a general lobbying point for County Councils and one that will no doubt be opposed by District Councils.



reflecting the scale of continuing reductions needed to meet the remit of Central Government and given the reductions already implemented.

16. There are a number of areas where I consider that the Council could reconsider its approach or look again at what might be achieved as set out above. Had I had more time I could have included more factual information to support the points that I have made but this would not have changed the thrust of the points themselves.
17. The issues that I have identified if successfully pursued will assist the Council when considering future options to balance its plans and budget but in the main are not short term or so fundamental as to hold back consideration of options identified at present.

#### **D. Recommendations**

18. That the Council assesses the benefit of pursuing the issues set out in paragraphs 11 and 12 above.

## Appendix 1

### Outline CV

**Bill Roots** was Chief Executive and Director of Finance of Westminster City Council 1994-2000. He was previously Director of Finance and Deputy Managing Director of the Council from November 1990 to February 1994. Prior to that he was Director of Finance of the London Borough of Bexley for 8 years and prior to that he worked for Southwark and the GLC. Bill is a CIPFA member, a former examiner and has sat on numerous national working parties representing the local authority associations. He was Chairman of the London Financial Advisory Committee for 10 years until 2000 and a former President of the Society of London Treasurers. He was President of the Association of Local Authority Treasurers Societies in 1999/2000. He is now an independent consultant operating in central government, local government and the wider public sector where he mainly undertakes trouble shooting roles. He served as a Board member of the London Pensions Fund Authority for 10 years. He is currently the Chairman of Bexley Heritage Trust and Building Schools for the Future in both Lewisham and Bradford.



**List of Interviewees**

**Councillors**

Cllr Lawrie Stratford—Cabinet member for Finance

Cllr Liz Brighthouse—Leader Labour Group

Cllr Richard Webber—Leader Liberal Democrats

**Officers**

Lorna Baxter –Chief Financial Officer

John Jackson—Director Adult Social Care

Ian Dyson—Chief Internal Auditor

Katy Jurczynszyn—Senior Financial Advisor

**External Audit**

Alan Witty—Senior Manager Ernst & Young

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## COUNTY COUNCIL RESPONSE TO THE OCTOBER 2015 LGA BUDGET OPTIONS REVIEW

### Introduction

The Council is grateful to Bill Roots for conducting this short review and making suggestions for areas of further consideration. This document sets out a response to each of the suggestions he makes, and proposes further action for the Council to consider.

### ***Options for consideration 1: Property Assets***

*'The Council has an extensive range of property holdings and has identified that it has the potential to do something with almost 200 properties. This number excludes school sites (294 sites). Further the Council has recognised that it is revenue that it needs rather than capital receipts. There are some options appearing in respect of future savings whereby capital receipts are being sought to enable income generation or revenue cost savings to be achieved by re-investment in alternative capital assets. I am also aware that consideration is being given to the potential for the rationalisation of assets across the public sector. However I do not think that this subject is receiving the amount of timely attention that it merits. I consider that there would be benefit in undertaking a more strategic review to see what could be achieved by a more dynamic approach. The aim would be to pursue opportunities that will enable the Council to cut costs or generate income. I believe that the Local Government Association (LGA) may be able to assist to this end. I also think that school sites should be included wherever possible.'*

Council response:

Since 2008, we have disposed of 108 assets giving rise to £62m of capital receipts which has been used to fund capital priorities such as basic need. We have also disposed of 26 leaseholds since 2010 reducing office costs by 25%. There are however still 190 properties that are identified for review. Of these, 18 properties are targeted for disposal over the next three years which could generate £7m of capital receipts, with a development programme for a further 17 properties in the longer term.

The Asset Management Plan is due to be refreshed in early 2016 and a Peer Challenge meeting sourced by the LGA has been arranged in January 2016 to support the review our proposed plans and whether there is anything further that can be done with regard to maximising the contribution the property makes to the councils financial challenges.

We are already working with many public sector partners on a joined up approach to asset utilisation but recognise that this has been focused on specific opportunities as they arise to date. As part of our devolution proposals we are actively considering with our district council colleagues the creation of an Oxfordshire Public Sector Land Board working to the Oxfordshire Growth Board. This will consider use of all public sector property assets in the county, and in particular potential use for housing development of any land holdings that exist. This in turn links to another devolution proposal to establish a Housing Development Company/s with a revolving investment fund and CPO powers to unlock housing delivery including on hard-to-deliver brownfield sites and sites with existing planning permission that are not being built out.

### **Options for consideration 2: Back Office service**

*'The Council has taken action here with Finance and HR services being provided by Hampshire County Council. There is scope to widen the services covered by such an arrangement (or a separate contract) and consideration needs to be given to a broader definition of back office covering for example legal, ICT, customer and policy, etc. services. In addition the Council does have a Facilities Management (FM) contract. My concern here relates to the scale and commerciality of the approach adopted. A number of those that I interviewed expressed concern to this end. Therefore I suggest that the scope and approach on this contract would benefit from review as would an assessment of the Council's commercial and procurement skills and approach.'*

Council response:

The proposed Digitalisation Programme is the next step for the Council in the streamlining of back office services. The programme's vision is for a Council that has fully embraced the digital agenda to cut the cost of running services in order to protect the front line. The current delivery model (as a whole) is still largely based on telephone/e-mail/written contact with residents and direct support or intervention from Council staff. The proposal is to change the Council's delivery model to be on-line and self-service by default. Whilst cost reductions are achievable through the switch of customer delivery channel, the focus of this programme will be completing the automation of back office services and streamlining the entire end to end business process. Automation means elimination of paper transactions and adoption of electronic work flow. Streamlining means the application of "lean" principles to reduce the entire process, remove redundant steps and simplify access and the user experience. In essence, most cost reduction will result from the smaller number of staff required for back-office services. An initial set of pilot projects will commence in the New Year to enable a full evidence based business case to be presented in Spring 2016.

### **Options for consideration 3: Fees and charges**

*The Council does set out in its plans its options for income generation and I recognise that many fees and charges are set nationally. However I ask whether the Council adopts an approach based upon "what the market will stand" rather than moving from the level of historic charges.*

Council response:

Each year as part of the Service & Resource Planning process, charges are reviewed by service managers with an expectation that they are increased by more than inflation as well as an expectation they consider how charges compare to other authorities. For 2016/17, a 2% increase is assumed as a minimum. The Income Generation Cabinet Advisory Group (CAG) has undertaken a review of the charges proposed by managers and challenged those where the proposed increases for 2016/17 appear to be too low. The approach of the CAG was to seek an increase in fees of broadly 10%. Service managers will be required to set out robust reasons why the increase proposed by the

CAG cannot be implemented. Recommendations on the charges will then form part of the Service & Resource Planning report to Cabinet in January 2016.

**Options for consideration 4: Contract Management**

*Local authority skills in maximising the benefit of contracted services can be found wanting. Clearly a substantial amount of the Council's budget is based upon contracts and the nature of these varies across service areas. The point I have made under b above regarding skills applies here too.*

Council response:

We have recognised that the council needs to be commercial in its approach to commissioning, procuring and managing contracts. The corporate values were amended last year to include commercial. However, a clear vision of what commercial means for the Council and how that can be translated into action needs to be set out, communicated and embedded across the organisation.

The creation of the Commercial Services Board in 2013 was primarily to provide an oversight of commercial activity across the Council including the visibility of new projects, to establish and embed a contract management framework and to share best practice.

In addition, an accreditation scheme for contract managers has been developed and rolled out across the organisation. The "Passport to practice" includes extensive training and guidance for contract managers tailored to different levels of contract (platinum, gold, silver & bronze) as set out in the contract management framework.

**Options for consideration 5: Communication**

*I am aware that the Council is seeking an assessment from LGA peers. I also believe that the timescale originally planned for public consultation on future savings options has been put back. I think that the Council needs to adopt a more corporate approach to its communications activity and indeed its internal briefing notes, based on those that I have seen (which I concede may not be representative). They and the style of reporting create the impression of a silo based organisation rather than one that has developed and operates on a common corporate framework. To this end the Council really needs to be clearer about what the savings options are that it intends to pursue and adopt an overall analysis across its services rather than Directorate based contributions.*

Council response

The LGA are conducting a peer review of the council's approach to communications in December 2015 and these issues will be considered in the scope of that review.

**Options for consideration 6: New Homes Bonus**

*A number of those that I interviewed expressed a frustration in that approximately 80% of the benefit goes to District Councils whereas the bulk of effort to achieve development*

*falls on the County Council. This is a general lobbying point for County Councils and one that will no doubt be opposed by District Councils.*

Council response

We wait to see how government addresses this issue through the local government settlement expected in December 2015.

### **Options for consideration 7: Reserves**

*Both General and Earmarked Reserves are forecast to reduce as they are used to balance budgets. Nevertheless I was struck by the number of Earmarked Reserves and their being attributed to Directorates. Another look at these on a corporate and risk assessed basis could enable some further savings to be achieved especially if they are combined for the Council as a whole.*

Council response

Directorate reserves are forecast to be £10.7m at the end of 2015/16 but falling to £2.0m by the end of 2019/20. There are three significant reserves included in the directorate reserves that account for almost half of the 2015/16 year end forecast, which could legitimately be treated as corporate reserves. These are the on-street parking account, the Thriving Families grant programme and the reserves in adult services for pooled budgets with health. Directorate reserves are however the one of the first ports of call for directorates to manage any in-year overspend rather than an automatic call against corporate contingencies. As such, there is a clear policy for holding these reserves at directorate level.

### **Other options suggested:**

*There are in addition some more radical options and by way of example those shown below appear particularly pertinent to the County Council. No doubt there are others especially with the opportunities provided by technology and the Council could seek more information from the LGA on what other local authorities are pursuing.*

- a. *A Unitary Authority structure for the County. A report from Ernst & Young in November 2014 forecast annual savings of £26.5m -£32.5m per annum if there were one Unitary Authority. The saving for two and three Unitary Authorities were £10m-£15m and £1.9m -£6.8m per annum respectively. While clearly a beneficial financial option such structural changes are seldom supported by all constituent bodies nor are they implemented quickly.*
- b. *Congestion charge—a general or a work based scheme. I had not realised the effect of traffic congestion in Oxford itself and the impact felt by those seeking to get into and out of the city. While again not a short term option or*

*one without contention this could be an area where consideration by the County Council may be worthwhile for both environmental and financial reasons.*

**Council response**

The government has been clear that unitary government will only be a possible option for areas where all parties are in agreement. This is not currently the position in Oxfordshire.

A short paper on the work already undertaken in relation to congestion charging is attached at Annex 1.

**Lorna Baxter**

**Chief Finance Officer**

**December 2015**

## Annex 1

**CONGESTION CHARGING**

The following is an excerpt from the Oxford Transport Strategy (OTS) which forms part of the County Council approved Local Transport Plan 2015 – 2031 (LTP). This highlights the positive role that a Workplace Parking Levy (WPL) could play in helping to provide transport solutions for Oxford which is predicted to suffer from significant increased traffic pressure and congestion during the LTP period. The OTS also studied the role road-user charging, or congestion charging, could play in helping to alleviate future congestion. While it remains a potential option, it is considered too expensive to implement a city-wide scheme and potentially only viable, subject to business case, if implemented for premium routes alongside the WPL. In any case, there is not likely to be a business case for either until at least 2020.

**Workplace Parking**

*Whilst the package of OTS measures already examined will contribute to an increase in the share of trips made by non-car modes, the abundance of free workplace parking within the city is a significant threat to achieving the step-change required to avoid the considerable negative impacts of growth. The 2011 Census indicates that over 39,000 employees within the city use the private car as their main mode of travel to work, with a quarter being residents of the city. In common with most other towns and cities, parking charges levied by the local authorities in Oxford currently target public parking – i.e. on-street parking and parking in public car parks. This has been a useful tool in managing traffic, but given that a) there are many times more workplace parking spaces in the city than public parking spaces and b) car trips to workplace parking spaces are generally made at peak times, there would be clear benefits in being able to influence the use of these spaces.*

**An Oxford Workplace Parking Levy**

*In order to gain much needed control over the use of the private car as a means of travelling to work within Oxford it is proposed, subject to further work and consultation, that a city-wide Workplace parking levy (WPL) is introduced.*

*It is believed that a WPL would have three significant benefits for the city, which will be critical to ensure growth is not limited by the constraints of traffic related congestion:*

- *shift to use sustainable modes – as those staff who have parking charges passed down by their employer will be incentivised to seek alternative methods of getting to work;*
- *funds generated through the application of a WPL would be ring-fenced solely for the reinvestment into the transport network (including operation of the WPL), improving alternatives to the private car and thus further influencing mode choice; and*
- *a charge on spaces - regardless of whether they are used - will encourage employers to reduce their supply of private parking; saving the employer money spent on maintenance but also presenting the opportunity to redevelop land previously used for parking for employment or housing.*



*A similar overall approach to that used in Nottingham is proposed, but will need to be adapted for Oxford and its employers. With minimal exceptions, the levy would apply to all employers with a provision of employee parking over a certain threshold. Whilst the OTS proposes that the whole city is subject to a WPL, differential rates will be examined across the city – for example with a premium rate in the city centre and rates elsewhere which are dependent on the level of accessibility by sustainable modes.*

**Road User Charging**

*Road user charging could also be a potential option for reducing traffic levels on certain routes without a complete closure. This could be implemented in conjunction with a WPL (with some examples of where this could be applied listed above).*

*Despite the successful implementation of the London (2003) Congestion Charge schemes, no other UK city has since implemented a similar scheme, and there are relatively few examples in other European countries. This can be attributed to a lack of political will, but also as such schemes require large capital investment costs for the infrastructure, payment mechanisms and back-office equipment as well as significant operating costs - the 21km<sup>2</sup> London CC zone cost over £200 million to implement and requires an operating budget of £120 million per year.*

*Charging only for use of very specific “premium” road links in the city centre and Eastern Arc, would enable start-up and operating costs to be minimised. Nevertheless, a road user charge is unlikely to raise significant revenue and is best seen as a network and traffic management tool rather than a means of generating funding for transport improvements.*

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