

Improvements and Investments plus Pressures and Savings Summary

Improvements and Investments	2018/19	2019/20	2020/21	2021/22	Total All
	£m	£m	£m	£m	£m
Communities	4.414	0.393	0.000	-0.500	4.307
Communities - Fire & Rescue Service	0.350	0.000	0.000	0.000	0.350
Total Improvements and Investments	4.764	0.393	0.000	-0.500	4.657
Pressures	2018/19	2019/20	2020/21	2021/22	Total All
	£m	£m	£m	£m	£m
People - Children's Services	7.464	0.359	1.502	1.527	10.852
People - Adult Services	5.650	8.252	7.900	5.576	27.378
People - Public Health	1.000	0.000	0.000	0.000	1.000
Communities	0.000	0.000	0.000	0.000	0.000
Communities - Fire & Rescue Service	0.450	-0.150	0.000	0.000	0.300
Resources	0.615	0.400	0.000	0.000	1.015
Corporate Measures	3.235	0.119	3.126	0.186	6.666
Total Pressures	18.414	8.980	12.528	7.289	47.211
Less proposed demography allocation			-6.000	-7.103	-13.103
Total Pressures	18.414	8.980	6.528	0.186	34.108
Savings	2018/19	2019/20	2020/21	2021/22	Total All
	£m	£m	£m	£m	£m
People - Children's Services	-6.181	-4.055	-1.770	0.000	-12.006
People - Adult Services	-6.305	-2.857	-0.107	-0.325	-9.594
People - Public Health	-0.500	0.250	0.000	0.250	0.000
Communities	-4.560	0.900	0.180	-0.250	-3.730
Communities - Fire & Rescue Service	-0.800	0.000	0.800	0.000	0.000
Resources	-1.143	-1.466	-0.787	-0.200	-3.596
Corporate Measures	-12.911	7.285	-3.234	0.000	-8.860
Total Savings	-32.400	0.057	-4.918	-0.525	-37.786
Net Position	2018/19	2019/20	2020/21	2021/22	Total All
	£m	£m	£m	£m	£m
People - Children's Services	1.283	-3.696	-0.268	1.527	-1.154
People - Adult Services	-0.655	5.395	7.793	5.251	17.784
People - Public Health	0.500	0.250	0.000	0.250	1.000
Communities	-0.146	1.293	0.180	-0.750	0.577
Communities - Fire & Rescue Service	0.000	-0.150	0.800	0.000	0.650
Resources	-0.528	-1.066	-0.787	-0.200	-2.581
Corporate Measures	-9.676	7.404	-0.108	0.186	-2.194
Total Budget Changes	-9.222	9.430	7.610	6.264	14.082
Less Proposed Demography Allocation in MTFP			-6.000	-7.103	-13.103
Total Budget Changes (after demography)	-9.222	9.430	1.610	-0.839	0.979
Transformation Savings Re-profiled	15.000	-8.500	-3.500	-3.000	0.000
Total Position (shortfall +/-surplus -)	5.778	0.930	-1.890	-3.839	0.979

People - Children's Services

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	Pressures					
19PC1	Demography Pressure (Placements, Corporate Parent, Children with Disabilities and Home to School Transport)	0.100	0.359	1.502	1.527	3.488
19PC2	Placements & Corporate Parent - estimated funding for Looked After Children already in care at 31 March 2018 and growth in numbers in 2018/19.	6.364				6.364
19PC3	Children with Disabilities - funding for increased complexity and number of children in the service in 2017/18 and 2018/19.	1.000				1.000
	Total Pressures	7.464	0.359	1.502	1.527	10.852
	New Savings					
19PC4	Home to School Transport - project to review eligibility and promote independence	-1.224	-0.707	-0.270		-2.201
19PC5	Entry to Care - We are working on a new strategy to safely reduce the number of children coming into care, through earlier and more effective intervention, and a joint-approach with our partners on tackling the root causes of family breakdown.	-2.492	-2.692	-1.000		-6.184
19PC6	Reconnecting Families - To reduce the length of time children stay in care and support families to reunite at the earliest possible stage.	-1.246	-1.346	-0.500		-3.092
19PC7	Placement costs - driving down costs of existing contracts and expansion of lower cost placements	-0.219	-0.310			-0.529
19PC8	Use of Reserves	-1.000	1.000			0.000
	Total New Savings	-6.181	-4.055	-1.770	0.000	-12.006
	Total Children's Services Budget Changes	1.283	-3.696	-0.268	1.527	-1.154

People - Adult Services

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	Pressures					
19PA1	Demography					
	Demography Pressure (Older people, learning disabilities, physical disabilities)	0.000	0.000	5.000	5.576	10.576
17SCS16	Planned savings of £1.5m in total (17SCS16) for review of packages are expected to be extremely challenging to achieve in addition to the existing savings of £1.6m made in 2016/17 and 2017/18.	0.750	0.750			1.500
17SCS31, 17SCS38, 17SCS41	Remove 50% of Learning Disability Panel savings (17SCS31, 17SCS38 and 17SCS41 reduced by 50% of total in each year based on forecast savings expected to be achieved by the Panel in 2017/18).	1.000	1.250			2.250
17SCS2	Remove savings related to the utilisation of council owned land (17SCS2) to increase availability of Extra Care housing. Replacement plans will be considered as part of a longer run strategy for the provision of care in Oxfordshire.	0.400	0.935			1.335
17SCS42	Additional income from the Better Care Fund (as reconfirmed in the 2017/18 Local Government Settlement) has been built into the MTFP since 2016/17 (17SCS42). Further guidance/information is awaited but it is unlikely that we will be able to use this to fund the existing MTFP in the way originally planned.	1.060	3.817			4.877
19PA2	Estimated inflationary pressure required to support the impact of the National Living Wage (NLW) on the rates the council pays external providers for adult social care.	2.350	1.500			3.850
19PA3	On-going base budget pressure relating to increases to rates paid to providers and new hospital social work team costs planned to be funded by the improved Better Care Fund from 2017/18 - 2019/20. The last notified year of the grant is 2019/20.			2.900		2.900
19PA4	Fallout of Health funding for 0.5fte of Director Post	0.090				0.090
	Total Pressures	5.650	8.252	7.900	5.576	27.378
	Savings					
19PA5	Transforming Care for Learning Disabilities - saving relates to plans to move service users from long term placements outside Oxfordshire to supported living placements in Oxfordshire. Up to £0.5m up - front implementation cost will be met from reserves in 2018/19. Estimated on-going saving of £1.054m expected from 2021/22.		-0.272	-0.457	-0.325	-1.054
19PA6	Changes to adult social care contributions policy will be proposed. These are likely to increase levels of contributions towards the cost of care by people with income above the national minimum income guarantee. This would increase income by £1.5m. This additional income would be reinvested in adult social care services.	-0.750	-0.750			-1.500
19PA7	Reduce estimated impairment of Adult Social Care income due by £0.350m in each of 2018/19 and 2019/20. This is a technical financial accounting adjustment but effectively creates a one - off credit back to the revenue account.	-0.350		0.350		0.000
19PA8	Utilise 2.0% ASC Precept (available to allocate after funding demography)	-3.630	-3.410			-7.040
19PA9	Use of Adult Social Care Reserves	-1.575	1.575			0.000
	Total Savings	-6.305	-2.857	-0.107	-0.325	-9.594
	Total Adult Social Care Budget Changes	-0.655	5.395	7.793	5.251	17.784

People - Public Health

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Pressures</u>					
18PH3	Previously agreed saving not achievable. Ringfence of grant continuing in 2018/19	1.000				1.000
	Total Pressures	1.000	0.000	0.000	0.000	1.000
	<u>Savings</u>					
19PPH1	Contribution from reserves towards Public Health activity funded by the Council for three years (2018/19 to 2020/21)	-0.500	0.250		0.250	0.000
	Total Savings	-0.500	0.250	0.000	0.250	0.000
	Total Public Health Budget Changes	0.500	0.250	0.000	0.250	1.000

Communities

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	Improvements and Investments					
	Planning and Place					
19COM1	Update of the Oxfordshire Strategic Transport Model: Provides the modelling information for our Strategic Site responses. This model update and investment will improve the robustness of the data within the model and increase the robustness of our responses. Looking at a 'user friendly' front end would also improve our capacity to respond to an increased demand, as well as reducing our reliance on consultants.		0.500		-0.500	0.000
19COM2	Investment to improve processes: To improve the speed and quality of responses to planning applications, which will include looking at the Single Response Development end to end process.	0.100	-0.100			0.000
	Property, Assets & Investments					
19COM3	The staffing pressures reflect the cost of a new Community Asset and Investment team, the TUPE cost of transferring the team delivering the minor works and capital programme, and the transitional cost to Facilities Management, whilst coming out of the current contract arrangements:					
	- Staffing Pressure - Community Assets & Investment	0.850				0.850
	- Staffing Pressure - Delivery	1.060				1.060
	- Staffing Pressure - FM	0.500				0.500
	Infrastructure Delivery					
19COM4	The pressure relates to the unrealisable Service Review and Area Stewards savings and unachievable highways maintenance cuts in grass cutting and drainage	0.964	0.933			1.897
19COM5	Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	0.940	-0.940			0.000
	Total Improvements and Investments	4.414	0.393	0.000	-0.500	4.307
	Pressures					
	Total Pressures	0.000	0.000	0.000	0.000	0.000
	Savings					
	Planning & Place					
19COM6	Increased Income Target Based on the projections for the planned growth over the next 5 years this additional income will primarily be realised through the pre-planning process.	-0.250	-0.250	-0.250	-0.250	-1.000
	Property, Assets & Investments					
19COM7	Use of Asset Utilisation Reserve to fund staffing pressure for two years (£1.7m available). Staff will be capitalised where possible.	-0.850		0.850		0.000
19COM8	One-off use of property related reserves	-0.850	0.850			0.000
19COM9	Delivery Funding - Revenue	-0.350				-0.350
19COM10	Delivery Funding - Capitalisation	-0.350				-0.350
19COM11	Savings from Facilities Management Service Re-design and cost of maintaining assets		-0.500			-0.500
	Infrastructure Delivery					
19COM12	Savings from the renegotiated HWRC contract, maximisation of income and maintenance/energy costs relating to Street Lighting services, assuming investment goes ahead.	-0.960	-0.150	-0.420		-1.530
19COM13	Reserve Drawdown (various reserves)	-0.950	0.950			0.000
	Total Savings	-4.560	0.900	0.180	-0.250	-3.730
	Total Communities Budget Changes	-0.146	1.293	0.180	-0.750	0.577

Communities - Fire & Rescue Service and Community Safety

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Improvements and Investments</u>					
19FRS1	Impact of Grenfell on regulatory and enforcement services	0.350				0.350
	Total Improvements and Investments	0.350	0.000	0.000	0.000	0.350
	<u>Pressures</u>					
19FRS2	Support the “duty to collaborate”	0.150				0.150
19FRS3	Maintain operational cover – WT recruits	0.100				0.100
19FRS4	Officer cover 365/24/7 – specialist skills	0.200	-0.150			0.050
	Total Pressures	0.450	-0.150	0.000	0.000	0.300
	<u>Savings</u>					
19FRS5	Replace contribution to vehicle replacement reserve with capital funding	-0.800		0.800		0.000
	Total Savings	-0.800	0.000	0.800	0.000	0.000
	Total Fire & Rescue Service Budget Changes	-0.350	-0.150	0.800	0.000	0.300

Resources

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	Pressures					
	HR					
19RES1	Senior Leadership Development	0.150	-0.150			0.000
19RES2	Ongoing staffing pressure to support IBC	0.100				0.100
19RES3	Investors In People	0.027				0.027
	Finance					
19RES4	Pre-paid cards contract	0.115				0.115
19RES5	Procurement system costs & loss of concession income	0.123				0.123
	Customer Experience					
19RES6	Fallout of temporary funding for Council infrastructure not achievable (18CS2) - achieved through partnering.		0.650			0.650
19RES7	Museum Service - transitional costs to redesigned service (including loss of income)	0.100	-0.100			0.000
	Total Pressures	0.615	0.400	0.000	0.000	1.015
	Savings					
	HR					
19RES8	Reduction in Staff Mileage	-0.150				-0.150
	Finance					
19RES9	Finance service redesign	-0.117				-0.117
19RES10	Income from Health for finance functions	-0.138				-0.138
19RES11	Reduction in audit fees (new contract)	-0.010				-0.010
19RES12	IBC on-boarding charge ends		-0.262	-0.087		-0.349
19RES13	Savings to OCC from the further spreading of fixed costs within the IBC Partnership.		-0.204			-0.204
	Customer Experience					
19RES14	ICT - potential partnering arrangements	-0.500	-1.000	-0.700	-0.200	-2.400
19RES15	ICT - charge non OCC users for ICT and telephony	-0.200				-0.200
	Policy					
19RES16	Delete Communications Team Assistant Post	-0.028				-0.028
	Total Savings	-1.143	-1.466	-0.787	-0.200	-3.596
	Total Resources Budget Changes	-0.528	-1.066	-0.787	-0.200	-2.581

Corporate Measures

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<u>Pressures</u>					
						0.000
19CM1	Business Rates Re-set loss of growth above the baseline			3.000	0.053	3.053
19CM2	Education Services Grant Reduction	0.257				0.257
19CM3	Loss on Taxbase - increase in 2018/19 1.13% (2% assumed in MTFP)	2.978	0.119	0.126	0.133	3.356
	Total Pressures	3.235	0.119	3.126	0.186	6.666
	<u>Savings</u>					
19CM4	Reduction in inflation allocation	-1.500	-1.500	-1.500		-4.500
19CM5	Taxbase Increase - increase from 1.63% to 2% in 2019/20 & 2020/21		-1.326	-1.434		-2.760
19CM6	Collection Fund Surplus 2018/19	-0.687	0.687			0.000
19CM7	Collection Fund £4.5m ongoing from 2019/20		-0.500			-0.500
19CM8	Balances in excess of risk assessed level at end of 2017/18	-1.000	1.000			0.000
19CM9	Contribution from Insurance Reserve	-1.000	1.000			0.000
19CM10	Contribution from Prudential Borrowing Reserve	-0.950	0.950			0.000
19CM11	Strategic Measures	-1.000	0.200	-0.300		-1.100
19CM12	Use of Budget Reserve	-6.774	6.774			0.000
	Total Savings	-12.911	7.285	-3.234	0.000	-8.860
	Total Corporate Measures	-9.676	7.404	-0.108	0.186	-2.194