



Notice of a Meeting

**Performance & Corporate Services Overview &
Scrutiny Committee**

Friday, 10 December 2021 at 10.00 am

Council Chamber - County Hall, New Road, Oxford OX1 1ND

These proceedings are open to the public

Please note that Council meetings are currently taking place in-person (not virtually). Meetings will continue to be live-streamed and those who wish to view them are strongly encouraged to do so online to minimise the risk of Covid 19 infection.

If you wish to view proceedings, please click **on this [Live Link](#)** . However, that will not allow you to participate in the meeting.

Places at the meeting are very limited. If you still wish to attend this meeting in person, you must contact the Committee Officer by 9am four working days before the meeting and they will advise if you can be accommodated at this meeting and of the detailed Covid-19 safety requirements for all attendees.

Please note that in line with current government guidance all attendees are strongly encouraged to take a lateral flow test in advance of the meeting.

Membership

Chair - Councillor Eddie Reeves

Deputy Chair - Councillor Michael O'Connor

<i>Councillors:</i>	Brad Baines	Andrew Gant	David Rouane
	Ian Corkin	Damian Haywood	
	Donna Ford	Ian Middleton	

Notes: *Date of next meeting: 17 January 2022*

For more information about this Committee please contact:

Chair	-	<i>Councillor Eddie Reeves</i> E.Mail: eddie.reeves@oxfordshire.gov.uk
Committee Officer	-	<i>Khalid Ahmed, Tel: 07990 368048</i> E-Mail: khalid.ahmed@oxfordshire.gov.uk

Yvonne Rees
Chief Executive

December 2021

What does this Committee review or scrutinise?

All corporate services and budget scrutiny, including customer services, property, assets, procurement, finance, corporate policy matters such as consultation and public engagement; takes a lead role in scrutiny of the budget and corporate plan.

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 4 working day before the date of the meeting.**

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 678,000 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 4 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. **Declaration of Interests - see guidance note on the back page**
3. **Minutes (Pages 1 - 4)**

To approve the minutes of the meeting held on 8 October 2021 and to receive information arising from them.

4. **Petitions and Public Address**

5. **Budget Proposals 2022/23 to 2025/26 and Strategic Plan (Pages 5 - 92)**

The Committee is provided with a report which sets out budget proposals for the period 2022/23 to 2025/26, which are included in the 2022/23 budget consultation.

The report provides the opportunity for the Performance and Corporate Services Overview and Scrutiny Committee to comment on these, alongside the financial context, and on the Oxfordshire Fair Deal Alliance's priorities in which these proposals are made.

The following annexes are attached to this report:

- Annex 1a – The Oxfordshire Fair Deal Alliance's priorities.
- Annex 1b – Engagement feedback on the Oxfordshire Fair Deal Alliance's priorities
- Annex 2a – Existing Planned Budget Pressures and Savings
- Annex 2b – New Proposals for Investments, Pressures and Savings
- Annex 2c – COVID-19 Pressures
- Annex 3a – Overarching Equality Impact Assessment.

The Performance & Corporate Services Overview and Scrutiny Committee is RECOMMENDED to consider and comment on:

- **The Oxfordshire Fair Deal Alliance's priorities (as set out in Annex 1a).**
- **The engagement feedback on the Oxfordshire Fair Deal Alliance's priorities (as set out in Annex 1b)**
- **The revenue savings, pressures and investment proposals for 2022/23 to 2025/26 and combined impact on directorate budgets (as set out in Annex 2a – 2c)**

6. **Democratic Processes - Scoping Report and Appointment to a Working Group**

Report to Follow

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines.

<http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

PERFORMANCE & CORPORATE SERVICES OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the meeting held on Friday, 8 October 2021 commencing at 10.00 am and finishing at 11.45 am

Present:

Voting Members:

Councillor Brad Baines
Councillor Ian Corkin
Councillor Donna Ford
Councillor Andrew Gant
Councillor Damian Haywood
Councillor Ian Middleton
Councillor Michael O'Connor
Councillor Eddie Reeves
Councillor David Rouane

Other Members in Attendance:

Councillor Liz Leffman (attended remotely)
Councillor Glynis Phillips (attended remotely)

Officers:

Anita Bradley (Director of Law and Governance), Claire Taylor (Corporate Director of Customers and Organisational Development), Jodie Townsend (Law and Governance), Kathy Wilcox (Head of Financial Strategy) (attended remotely) and Khalid Ahmed (Law and Governance).

The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and agreed as set out below. Copies of the agenda and reports are attached to the signed Minutes.

1/21 ELECTION OF CHAIR FOR THE REMAINDER OF THE 2021/22 MUNICIPAL YEAR

(Agenda No. 1)

That Councillor Eddie Reeves be appointed Chair for the 2021/22 Municipal Year.

Councillor Reeves took the Chair

2/21 ELECTION OF VICE-CHAIR FOR THE REMAINDER OF 2021/22 MUNICIPAL YEAR

(Agenda No. 2)

That Councillor Michael O'Connor be appointed Vice-Chair for the 2021/22 Municipal Year.

3/21 DEVELOPING THE OVERVIEW AND SCRUTINY FUNCTION

(Agenda No. 6)

Consideration was given to a report of the Director of Law and Governance which set out proposals and initial ideas to develop the Overview and Scrutiny function for Oxfordshire County Council.

The Committee was informed that the new approach to scrutiny would only develop and add value if it was supported by officers and by Members of both Scrutiny and Cabinet.

Reference was made to an Overview and Scrutiny Development Plan which would set out how the Council, its Members, officers and partners would improve and develop the function.

An annual report would be produced which would detail the activity of the Committee, how the Committee's work has added value, to gauge where the function was. There would be an assessment or health check which would assess how the Committee was performing and developing.

The core scrutiny principles which Overview and Scrutiny would operate under would be:

- Be Member-led
- Take a consensual approach
- Be evidence-based
- Dive deeper
- Provide constructive challenge
- Seek to amplify the voice and concerns of the public.

Members were informed that statutory guidance recommended a Cabinet / Scrutiny Protocol be developed to strengthen scrutiny procedures, to develop and facilitate the working relationship between the executive and scrutiny, to build good relationships and clear lines of communication, all of which are important to bring effective scrutiny and add value to the work of the Council.

A general discussion took place on the role of scrutiny with the following points made;

- A consensus approach was important, and scrutiny should be evidence based, with reports containing relevant information published with the agenda
- There should be a development of the criteria used to select review topics to ensure a review was worthwhile and beneficial for Members to scrutinise
- Communication of the work of Scrutiny was important and would raise the profile of the work of Scrutiny
- Best Practise and looking at the work of other scrutiny committees and how they functioned was important
- Pre-briefings were important
- Scrutiny should receive relevant Cabinet reports well in advance of decisions being made
- Where possible there should be dedicated officers for scrutiny

- Scrutiny should be a “critical friend” to the Executive to enable the process to be effective
- There would be regular meetings between the Chairs and Vice-Chairs of the three Overview and Scrutiny Committees
- Regular monitoring of implementations of recommendations made by Overview and Scrutiny

RESOLVED – That the contents of the report, together with the discussion which took place be noted and officers be asked to develop the Overview and Scrutiny function.

4/21 WORK PROGRAMME 2021/2022

(Agenda No. 7)

Consideration was given to a report which provided details of a limited engagement exercise which contained the views of Members and senior officers on possible items for this Committee’s work programme.

Members were informed that the following key principles of effective scrutiny should be considered when determining the Committee’s work programme:

- Be selective – There was a need to prioritise so that high priority issues were scrutinised given the limited number of scheduled meetings and time available. Members should consider what could realistically and properly be reviewed at each meeting, taking into account the time needed to scrutinise each item and what the session was intended to achieve.
- Add value with scrutiny – Items should have the potential to ‘add value’ to the work of the Council and its partners. If it was not clear what the intended outcomes or impact of a review would be then Members should consider if there were issues of a higher priority that could be scrutinised instead. It was recommended that Members limit the number of items they wished to consider at a meeting to 2 or 3 to maximise the time and attention they can give the topic and maximise the potential for adding value.
- Be flexible – Members were reminded that there needed to be a degree of flexibility in their work programme to respond to unforeseen issues/items for consideration/comment during the year and accommodate any developmental or additional work that falls within the remit of this Committee.

A discussion took place on the work programme suggestions which had been received. Reference was made to the limited time available as the Committee only had four meetings and it was noted that Task and Finish Groups could work on scrutiny reviews and submit reports to the Committee with their findings.

The importance of Scrutiny having the opportunity to comment on Cabinet reports was discussed and Members noted that there was an opportunity for any Member of the Council to attend Cabinet and ask a relevant Cabinet Member a question.

The following items within the scope of this Committee were asked to be placed in the work programme:

- **Budget Scrutiny Process** – Opportunity to develop a best practice approach to budget scrutiny at OCC for the benefit of future years – Members were informed that the Director of Finance would be submitting a report to this Committee in January on Budget proposals to enable Overview and Scrutiny comments to be considered at Cabinet.
- **Capital Programme** – was it delivering for Oxfordshire? This would also be reported to this Committee in January to enable Overview and Scrutiny comments to be considered at Cabinet.
- **Transformation Programmes** – an opportunity to review the Council's ongoing service redesigns and plans for the future.
- **Democratic Processes** – Particular mention was made of the Forward Plan and the sequencing of meetings of Forward Plan items to ensure pre-scrutiny took place
- **Council Plan** – an assessment of the Council's strategic aims and objectives.
- **Council approach to public engagement and consultation** - The Corporate Director of Customers and Organisational Development reported that to enable the report to be considered by this Committee, this report would now be moved back to Cabinet in the Spring of 2022. It was agreed that this Committee would consider this at its next meeting in December.
- **Performance Management and Business Planning** – The Committee asked to look at key performance management targets. The Corporate Director of Customers and Organisational Development reported that to enable this Committee to have an opportunity to comment on this an informal briefing meeting could take place which could formulate comments to be reported to Cabinet. It was agreed that this would be taken forward.

The Director of Law & Governance and Monitoring Officer raised two potential items: Outcome of Fire Service inspection and the Annual Community Safety Report and it was agreed that these should be forwarded to Place Overview and Scrutiny Committee as the items did not fall within the scope of this Committee.

RESOLVED – That the recommendations in the report be noted and approval be given to the work programme items outlined above.

..... in the Chair

Date of signing 200

Divisions Affected – All

Performance & Corporate Services Overview and Scrutiny Committee

10 December 2021

Budget Proposals 2022/23 to 2025/26 and Strategic Plan

Report by Director of Finance and Corporate Director Customers and Organisational Development & Resources

RECOMMENDATION

The Performance & Corporate Services Overview and Scrutiny Committee is invited to consider and comment on:

- The Oxfordshire Fair Deal Alliance's priorities (as set out in Annex 1a).
- The engagement feedback on the Oxfordshire Fair Deal Alliance's priorities (as set out in Annex 1b)
- The revenue savings, pressures and investment proposals for 2022/23 to 2025/26 and combined impact on directorate budgets (as set out in Annex 2a – 2c)

Executive Summary

1. This report sets out budget proposals for the period 2022/23 to 2025/26, which are included in the 2022/23 budget consultation. It provides the opportunity for the Performance and Corporate Services Overview and Scrutiny Committee to comment on these, alongside the financial context, and on the Oxfordshire Fair Deal Alliance's priorities in which these proposals are made.
2. The following annexes are attached to this report:
 - Annex 1a – The Oxfordshire Fair Deal Alliance's priorities.
 - Annex 1b – Engagement feedback on the Oxfordshire Fair Deal Alliance's priorities
 - Annex 2a – Existing Planned Budget Pressures and Savings
 - Annex 2b – New Proposals for Investments, Pressures and Savings
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 - Annex 3a – Overarching Equality Impact Assessment

Introduction

3. The Budget and Business Planning report to Cabinet on 19 October 2021 set out the approach to developing the council's new strategic plan as well as the council's existing Medium Term Financial Strategy (MTFS). The report, which is available on the Cabinet agenda through the following link to the meeting, [Agenda for Cabinet on Tuesday, 19 October 2021, 2.00 pm \(oxfordshire.gov.uk\)](https://www.oxfordshire.gov.uk/cabinet-agenda/2021/19-october-2021), included on-going budget changes already agreed for 2022/23 – 2025/26 as well as the funding and other assumptions behind the existing plans.
4. The national Autumn Budget and Spending Review, published on 27 October 2021, provided updated information about national funding levels for 2022/23 – 2024/25. It is anticipated that the Government will announce individual local authority funding allocations in mid - December 2021 as part of the Provisional Local Government Finance Settlement. The final settlement is expected to be received in early February 2022.
5. This report provides an updated position based on the information known at this stage as well as setting out proposals for new service investments and pressures as well as savings.
6. The public consultation on the 2022/23 budget proposals was launched on 2 December 2021 and will run until 5 January 2022 on <http://www.oxfordshire.gov.uk/budgetconsultation> the council's digital consultation and engagement platform.
7. Performance and Corporate Services Overview and Scrutiny Committee is invited to consider and comment on the engagement feedback on the Oxfordshire Fair Deal Alliance's priorities and how the budget proposals for 2022/23 – 2025/26 align with those priorities.
8. The Committee's comments will be included in the Budget and Business Planning report to Cabinet on 18 January 2022, along with the outcome of the public consultation. These will be taken into consideration by Cabinet in setting out their proposed revenue budget for 2022/23 and Medium Term Financial Strategy (MTFS) to 2025/26. In determining the final budget proposals that will be included in the proposed budget for 2022/23 Cabinet will also consider the outcome of the Provisional Local Government Finance Settlement and other resources available through Council Tax and Business Rates.

Strategic plan and engagement on the priorities

9. Throughout October and November 2021, the council has undertaken public and stakeholder engagement to inform the development of the new strategic plan and the budget-setting process. This had five strands:
 1. A residents' survey to understand residents' priorities and experiences
 2. Public discussion groups

3. Young people's discussion groups to ensure that young people's voices are included
 4. Stakeholder workshops and survey – with participation from the voluntary and community sector and town and parish councils
 5. Councillor engagement – discussions at locality groups and follow-up survey to ensure the views of all county councillors were sought.
10. Methodologies and feedback from the five strands is available in Annex 1b. Further opportunities for exploring the insight gathered have been made available to councillors and officers to inform the budget setting and business planning process, including the development of the strategic plan and connected service plans.
11. The budget consultation provides an opportunity for all residents, businesses and other people to comment and engage on the budget proposals as well as the Oxfordshire Fair Deal Alliance's priorities. This feedback will be used to inform the final budget proposals and develop a draft strategic plan.

Existing Medium Term Financial Strategy 2021/22 to 2025/26

12. The existing MTFs agreed by Council in February 2021 includes the requirement for £4.7m of savings to be made in 2022/23. These are offset by additional expenditure pressures and investments totalling £10.4m. The net impact of previously agreed changes will be to increase directorate funding by £5.7m in 2022/23.
13. The existing MTFs also provides new budget provision of £6.0m in 2022/23 for pay inflation assumed at 2.5%, up to 3% contract inflation and a 2% inflation increase for fees and charges income.
14. The existing planned directorate savings plus additional pressures and investments in the existing MTFs for 2022/23 to 2025/26 are shown in detail in Annex 2a. All of the changes are shown as incremental or year on year; changes in each year remain in the budget for subsequent years unless there is a further change (either positive or negative).
15. The current MTFs assumes Council tax increases of 1.99% each year. It also assumes the council will take the remaining 2% of the 2021/22 adult social care precept, that was allowed to be spread over two years, in 2022/23, so the total existing planned increase for 2022/23 is 3.99%.
16. In addition to Council tax, the Council receives general funding from business rates based on the Government's assessment of need. This is known as the Settlement Funding Assessment (SFA). SFA comprises a predetermined share of business rates collected in Oxfordshire and a predetermined share of business rates from central government. Local authorities have also been able to retain the growth in business rates from a baseline of April 2013 up until the point of a business rates reset which was originally planned for April 2020. The reset was delayed firstly to April 2021 and then to April 2022. The reset was due to coincide

with the implementation of a new funding formula, the Fairer Funding Review. The new formula which will reflect both need and a council's ability to raise income from Council tax is expected to result in a decrease to the SFA. The combined reduction in funding from the business rates reset and a new funding formula in 2022/23 was expected to be £10.0m.

17. Predominantly due to the impact of funding reforms, the existing MTFS assumes a budget deficit of £7.0m for 2022/23.

October 2021 Spending Review & Budget

Council tax

18. The Spending Review confirmed that the council tax referendum limit will remain at 2% throughout the three-year Spending Review period to 2024/25. It also confirmed the expectation that local authorities would meet pressures in adult social care by raising council tax by up to an additional 1% per annum through an additional precept in 2022/23, 2023/24 and 2024/25.

Business Rates

19. The Spending Review made no reference to the business rates reset or the Fair Funding Review. Given the timings required for consultation, it is assumed neither will now take place in April 2022. This moves the anticipated £10.0m reduction in funding from 2022/23 to 2023/24 or later. Further information is expected as part of the provisional local government settlement but until then it is prudent to assume that the impact will be in 2023/24.

Government grants

20. £1.6Bn new grant funding for councils in each of the next three years was announced as part of the Spending Review. This funding is intended to ensure that the government can increase investment in supporting vulnerable children and enable local authorities to continue to provide the other local services that people rely on.
21. This funding is also expected to meet increased costs for the National Living Wage which will be increased from £8.91 to £9.50 an hour (6.6%) from April 2022. It is also expected to meet the increase in National Insurance contributions arising from social care reforms and other inflationary pressures. The additional National Insurance contributions are anticipated to be £1.7m, and as a result of higher inflation, an additional pressure of £2.4m is currently expected.
22. The distribution mechanism for this funding is still to be announced. Estimates of the council's share range from £6m - £10m but expectations are at the lower end of the range and the updated MTFS assumes funding of £6m. Both the amount of funding that the council will receive and the grant conditions which will determine how the funding can be used will be announced as part of the Provisional Local Government Settlement in December.

Build Back Better

23. £3.6Bn of the £5.4Bn announced by the Government for Build Back Better on 7 September 2021 will be routed through local government over the Spending Review 2021 period to implement the cap on personal care costs and changes to the means test and to move towards a fairer cost of care (£0.2Bn in 2022/23, £1.4Bn in 2023/24 and £2.0Bn in 2024/25). Further information on the council share of the £0.2Bn, which will need to be used to fund the costs of starting to implement the changes, is expected to be received as part of the Provisional Local Government Settlement. At this stage, it is not known whether the funding provided will meet the additional cost from this reform.
24. £1.7Bn will be used over three years to improve the wider social care system, including the quality and integration of care via the Department for Health & Social Care. At least £0.5Bn of this will be allocated to improve qualifications, skills and wellbeing across the adult social care workforce.
25. The Health & Social Care Reform White paper “People at the Heart of Care” was published on 1 December 2021. An update on the implications will be provided as part of the report to Cabinet in January.

Ringfenced Grant Funding

26. Public Health Grant, which is £31.7m in 2021/22, will be maintained in real terms over the Spending Review period.

New Budget Proposals 2022/23 - 2025/26

27. Service investments contributing to the delivery of the Oxfordshire Fair Deal Alliance’s priority themes have been developed as part of the 2022/23 budget and business planning process.

Proposals for New Service Investments

28. In addition to the £5.7m additions to budgets already set out in the existing MTFs, new investments of £4.8m are proposed for 2022/23 and increase to £7.1m by 2025/26.
29. Each of the proposed investments are set out in Annex 2b. The total by directorate is summarised in Table 1 on the next page.

Table 1:

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adult Services	2.250	1.040	1.040		4.330
Children's Services	0.050	0.320			0.370
Public Health	0.355	-0.250			0.105
Environment & Place	0.649	0.139	-0.079	-0.128	0.577
Commercial Development, Assets and Investments	0.757	0.035			0.792
Customers, Organisational Development & Resources	0.761	0.150	0.019	0.019	0.949
Total Proposed Investments	4.822	1.430	0.980	-0.109	7.123

Proposals for New Service Pressures

30. As well as these investments the Council has identified pressures of £15.8m that will need to be funded in 2022/23 rising to £20.8m by 2025/26. These include directorate pressures plus the estimated cost of additional inflation and the cost to the council of the new Health & Social Care Levy that will be implemented through National Insurance contributions from April 2022. The detailed proposals are set out in Annex 2b and a summary by directorate is provided in Table 2 below.

Table 2:

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adult Services	4.400				4.400
Children's Services	3.510	0.447	0.343	0.381	4.681
Public Health					
Environment & Place	3.365	-1.378	-0.328	0.022	1.681
Commercial Development, Assets and Investments		0.500			0.500
Customers, Organisational Development & Resources	0.428				0.428
Inflation, Health & Social Care Levy & Demography	4.050	1.830	1.530	1.730	9.140
Total Service Pressures	15.753	1.399	1.545	2.133	20.830

Proposals for New Savings

31. To enable new investments and help meet the cost of pressures, savings totalling £12.7m are proposed for 2022/23. The detailed proposals are set out in Annex 2b and summarised in Table 3.

Table 3:

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adult Services	-5.530	-0.250	-0.350		-6.130
Children's Services	-1.803	0.233			-1.570
Public Health	-0.355	0.250			-0.105
Environment & Place	-3.680	1.850	-0.350		-2.180
Commercial Development, Assets and Investments	-0.924				-0.924
Customers, Organisational Development & Resources	-0.441	-0.099	0.249		-0.291
Total Savings	-12.733	1.984	-0.451		-11.200

COVID-19 Pressures & Funding

32. Since 2019/20 the Council has received £51.6m of un-ringfenced government grant and £71.4m of ringfenced grant. Alongside this the Council made £14.9m of in-year savings during 2020/21 which was allocated to fund COVID-19 related expenditure giving a total of £137.1m of COVID-19 funding. During 2019/20 and 2020/21 the Council incurred Covid-19 costs of £68.9m and is expected to incur costs of £49.7m during 2021/22. This leaves a balance of £23.4m which is held in the COVID-19 reserve.
33. £20.2m of this funding is proposed to be used to meet short term pressures from 2022/23 to 2025/26. The detailed proposals are set out in Annex 2c and the calls on the reserve in each year are shown in Table 4. Some of the pressures, for example the additional funding for Adult Services, and some of the funding for Children's Services are expected to be on-going. Where that is the case these are also included in the future year pressures in Annex 2b.

Table 4:

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adult Services	1.780	0.890			2.670
Children's Services	4.610	4.249	2.661	1.664	13.164
Public Health					0.0
Environment & Place	1.150	0.400			1.550
Commercial Development, Assets and Investments	0.304	0.304			0.608
Customers, Organisational Development & Resources	0.591	0.500	0.500	0.500	2.091
Total use of reserve	8.435	6.343	3.161	2.144	20.183

Updated Medium Term Financial Strategy 2022/23 to 2025/26

Proposed Council Tax Increase

34. The proposed council tax increases for Band D council tax are shown in Table 5 below. Consultation proposals include the additional 1% precept to fund Adult Social Care increasing the total proposed council tax increase for 2022/23 to 4.99%. This is made up of the 1.99% core increase plus 3% for adult social care. Band D council tax would increase from £1,573.11 in 2021/22 to £1,651.61 in 2022/23.
35. The additional 1% increase in Council Tax would increase Band D Council tax by £15.73 in 2022/23. It will generate additional funding of £4.1m for Council services.
36. In line with the Spending Review 2021, the proposed increases in 2023/24 and 2024/25 are a core increase of 1.99% plus a further 1.0% for the adult social care precept.

Table 5:

	2022/23 Existing MTFS	Proposed Change	2022/23 Revised MTFS	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed
	£m	£m	£m	£m	£m	£m
Band D Council Tax	£1,635.88	£15.73	£1,651.61	£1,700.99	£1,751.85	£1,786.71
Core Council Tax Increase	1.99%		1.99%	1.99%	1.99%	1.99%
Adult Social Care Precept- Settlement 2020	2.00%		2.00%			
Adult Social Care Precept- SR2021		1.00%	1.00%	1.00%	1.00%	
Total Council Tax Increase %	3.99%	1.00%	4.99%	2.99%	2.99%	1.99%

37. Table 6 on the next page summarises the total funding and the changes built into the existing MTFS. The second section then shows the impact of all the changes set out in this report on the council's net operating budget.
38. Overall, the revised MTFS position for 2022/23 is currently balanced after taking account of the expected funding changes plus existing and proposed service changes. There is a deficit from 2023/24 onwards (£10.5m in 2023/24, £7.6m in 2024/25 and £9.1m in 2025/26) resulting from the anticipated impact of the business rates reset and a new funding formula.

Table 6	2022/23 Existing MTFS	Change	2022/23 Revised MTFS	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed
	£m	£m	£m	£m	£m	£m
Funding:						
Council Tax	-430.6	-4.1	-434.7	-455.6	-477.4	-495.4
Council Tax Collection Fund	-2.0		-2.0	-4.0	-4.0	-4.0
Business Rates	-70.7	-10.0	-80.7	-71.7	-73.1	-74.5
Business Rate Collection Fund	0.0		0.0	0.0	0.0	0.0
Total Funding	-503.3	-14.1	-517.4	-531.3	-554.5	-573.9
	2022/23 Existing MTFS	Proposed Change	2022/23 Revised MTFS	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed
	£m	£m	£m	£m	£m	£m
Net operating budget prior year	493.8		493.8	517.4	541.8	562.1
Directorate Budget Changes:						
Pressures & Investments	16.4	20.5	36.9	19.5	21.9	0.3
Savings	-4.7	-12.7	-17.4	1.1	-1.2	21.5
Subtotal Directorate Changes	11.7	7.8	19.5	20.6	20.7	21.8
Corporate Measures:						
Changes in existing MTFS	4.8		4.8	3.8	-0.4	-0.9
Potential impact of borrowing, lower council tax base & business rates		5.3	5.3	0.0	0.0	0.0
COVID-19 Pressures		8.4	8.4	-2.1	-3.2	-1.0
Contribution from COVID-19 Reserve		-8.4	-8.4	2.1	3.2	1.0
Estimated Share of new £1.6bn grant		-6.0	-6.0	0.0	0.0	0.0
Subtotal Corporate Measures	4.8	-0.7	4.1	3.8	-0.4	-0.9
Net Operating Budget	510.3	7.1	517.4	541.8	562.1	583.0
Total Funding	-503.3	-14.1	-517.4	-531.3	-554.5	-573.9
Total Budget Surplus (-) or Deficit (+)	7.0	-7.0	0.0	10.5	7.6	9.1
Year on year Change in Surplus (-) or Deficit (+)				10.5	-2.9	1.5

39. Table 7 shows the impact of the proposed changes on each directorate starting with the budget that will be rolled forward from 2021/22, then adding pressures, investment and savings that will be included in the budget for 2022/23. The table shows that the funding for Adult Services will increase by 6.7%, Children's Services by 6.5% and Environment & Place by 2.4% compared to 2021/22 budgets. The budget for Customers, Organisational Development & Resources will increase by 2.2%. The budget for Commercial Development, Assets and Investments will reduce by 5.6%.

Table 7:

	Starting Budget Rolled Forward from 2021/22 £000	Add Pressures, Investments & Inflation £000	Less Savings £000	Add COVID-19 Funding £000	Budget 2022/23 £000	Change in Budget %
Adult Services	198,534	17,094	-5,595	1,780	211,813	6.7%
Children's Services	137,636	6,602	-2,214	4,610	146,634	6.5%
Public Health	-195	402	23		230	
Environment & Place	61,041	6,703	-6,365	1,150	62,529	2.4%
Commercial Development, Assets and Investments	50,713	-415	-2,706	304	47,896	-5.6%
Customers, Organisational Development & Resources	33,255	663	-536	591	33,973	2.2%
Amounts to be allocated: Inflation and Health & Social Care Levy		5,889			5,889	
Directorate Total	480,984	36,938	-17,393	8,435	508,964	5.8%

Outstanding Information

40. A number of pieces of information yet to be received will have an impact on the proposed budget for 2022/23 and MTFs. These comprise:
- The Local Government Finance Settlement
 - Updates on the council tax base for 2022/23 and surpluses on council tax collection funds are expected to be received from the City and District Councils in December and January respectively.
 - Final notification of Business Rates for 2022/23 will not be received from the City and District Councils until 31 January 2022.
 - Outcome of the Public Consultation running from 2 December 2021 to 5 January 2022.
41. In addition, the Capital and Investment Strategy incorporating the Property Investment Strategy and Treasury Management Strategy alongside the Capital Programme proposals which will be considered by this Committee at its January 2022 meeting may have capital financing implications which could impact on the proposed budget.

42. Due to the impact of COVID-19, there is uncertainty relating to the forecasts in the existing MTFS on the council tax base alongside business rates income. Taking this into account alongside potential capital financing costs referred to in paragraph 41, the current assumption is an increase in cost/reduced income of £5.3m (as set out in the MTFS at Table 6).
43. Changes arising from these updates will need to be addressed as part of the proposed budget which will be presented to Cabinet on 18 January 2022. The MTFS for 2022/23 to 2025/26 will be set out in full in the Business and Budget Planning Report to Cabinet on 18 January 2022.

Business and Budget Planning Process

44. Proposed changes to the capital programme will be published as part of the agenda pack and considered by Performance & Corporate Services Overview and Scrutiny Committee on 17 January 2022.
45. Cabinet will propose their budget on 18 January 2022 taking into account comments from Performance & Corporate Services Overview and Scrutiny Committee and feedback from the public consultation.
 - Council tax and precept calculations
 - Draft budget for 2022/23
 - Draft MTFS to 2025/26 (incorporating proposed changes following consultation)
 - Review of charges for 2022/23
 - Capital and Investment Strategy incorporating the Property Investment Strategy and Treasury Management Strategy
 - Capital proposals and draft ten-year Capital Programme
 - Earmarked Reserves and General Balances Policy
 - Financial Strategy (including Financial Management Code self-assessment)
46. Council will meet to agree the Revenue Budget 2022/23; Capital Programme 2021/22 - 2031/32; MTFS 2022/23 - 2025/26 on 8 February 2022.

Risk Management

47. To help manage the impact of financial risk in the proposed budget and MTFS, a corporate contingency is held. The proposed level of corporate contingency for 2022/23 will be determined as part of the budget process. The corporate contingency budget is held to cover:
 - the risk that demographic pressures are higher than forecast;
 - any unfunded new burdens or unfunded elements of government grant;
 - any pay award and other inflationary risks; and
 - the risk that proposed savings are not achieved in full, based on the performance targets set out in the Financial Strategy.

48. The statutory report of the Chief Financial Officer required under Section 25 of the Local Government Act 2002, which forms part of the suite of papers considered by Council in setting the budget each February, includes a section assessing the key financial risks.
49. In addition to the corporate contingency, general balances are also held to ensure that a major incident or emergency can be managed without impacting on other services. The level of balances held is subject to an annual risk assessment undertaken as part of the budget setting process

Equality & Climate Implications

50. The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
51. In developing budget proposals, services have considered the potential impact of change with respect to equality, diversity and inclusion, in line with our new framework: Including Everyone, and our commitment to tackling the climate emergency through our Climate Action Framework. An overarching summary impact assessment, taking into account the overall impact of the budget proposals, is included at Annex 3a. Where a potential material service impact has been identified, an initial Equality & Climate Impact Assessment has been completed and these are available by e-mailing budget@Oxfordshire.gov.uk.
52. Following the public consultation, impact assessments will be reviewed and updated as necessary to take into account consultation responses.

Financial implications

53. The Council is required by law to set a balanced budget for 2022/23 before 1 March 2022. Alongside this, there is a requirement under Section 25 of the Local Government Finance Act 2003 for the Chief Finance Officer to prepare a statement on the robustness of the budget estimates and the adequacy of reserves. This report is part of the process to achieve these objectives.

Comments checked by:
Lorna Baxter, Director of Finance
Lorna.baxter@oxfordshire.gov.uk

Legal implications

54. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which, when taken together with the previous and future reports up to January 2022, will lead to the council tax requirement being agreed in February 2022, together with a budget for 2022/23, four-year medium term financial strategy and ten - year capital programme.

55. The Council has a fiduciary duty to council tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of the Council Tax payers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

Comments checked by:
Sukdave Ghuman Head of Legal Services
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Lorna Baxter, Director of Finance
Claire Taylor, Corporate Director of Customers and Organisational Development

Annexes:

Annex 1a – The Oxfordshire Fair Deal Alliance's priorities.

Annex 1b – Engagement feedback on the Oxfordshire Fair Deal Alliance's priorities

Annex 2a – Existing Planned Budget Pressures and Savings

Annex 2b – New Proposals for Investments, Pressures, Savings and De-prioritisations

Annex 2c – COVID-19 Pressures

Annex 3a – Overarching Equality Impact Assessment

Contact Officers: Kathy Wilcox, Head of Financial Strategy, 07788 302163
Louise Tustian, Head of Insight and Corporate
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Emily Schofield, Acting Head of Strategy, 07881 311707
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Engagement, 07586 479081

December 2021

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Let's begin the conversation

The Oxfordshire Fair Deal Alliance will be a leader for positive change in our county over the next four years.

Our aim is simple – to make Oxfordshire a greener, fairer county.

We will:



1. Put action to address the climate emergency at the heart of our work

make Oxfordshire a greener, fairer county

2. Tackle inequalities in Oxfordshire

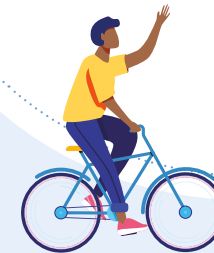
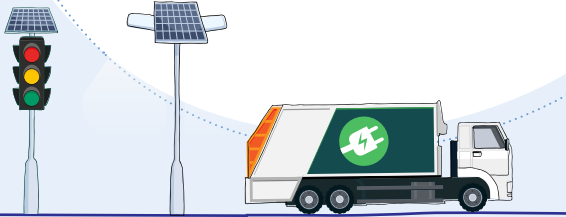
3. Prioritise the health and wellbeing of residents

Page 19

We will reduce our own carbon emissions by setting ambitious targets and our carbon net zero commitment will be aligned to the Climate and Ecology Bill. We will lead by example, including by accelerating our LED street lighting replacement programme. Our environmental and planning ambitions will support climate action, climate resilience and nature recovery.

We will work with our partners and local communities to address health, social and educational inequalities focusing on those in greatest need. We will seek practical solutions for those most adversely affected by the pandemic. We will support digital inclusion initiatives that give our residents the skills, connectivity and accessibility to our services and provide alternative options for those who cannot access our services digitally.

We will work with our partners to deliver and support services that make a vital contribution to our residents' physical and mental wellbeing. This includes implementing a plan to make Oxfordshire smoke-free by 2025 and a renewed focus on tackling domestic abuse. We will support the wellbeing of those in our community who have been affected, physically and mentally by the COVID-19 pandemic and will continue to support our amazing volunteers and the voluntary sector.



Let's begin the conversation

We will:

4. Support carers and the social care system

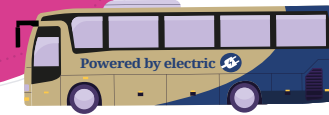
Page 20

We will engage nationally to push for a fair deal for the funding of social care. Locally, we will support carers and help those who want to live independently. We will explore new ways to provide services – using co-operatives and the community – and focus on preventative services, helping people to stay active and supported at all stages of their lives. We will support intergenerational programmes that bring together the young and the old to build strong and resilient communities.



5. Invest in an inclusive, integrated and sustainable transport network

We will create a transport network that makes active travel the first choice for short journeys and invests in public transport to significantly reduce our reliance on car journeys. In areas of planned housing growth, we will prioritise active and public transport over road capacity for cars. We will accelerate our support for communities in implementing 20mph zones.



make Oxfordshire a greener, fairer county

6. Improve access to nature and green spaces

We will work with partners to provide safe and clean green spaces across the county that support the physical and mental wellbeing of our residents. We will take action to increase biodiversity in both rural and urban environments.



Let's begin the conversation

We will:

7. Create opportunities for children and young people to reach their full potential



We will support all our children and young people, and their families, to achieve their very best and to prepare them for their future, including those more vulnerable and with additional needs. We will invest additional resources in holiday activity programmes across the county, with a focus on the highest areas of deprivation.



8. Play our part in a vibrant local democracy



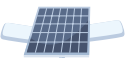
We are committed to taking decisions in an open and inclusive way. We will engage and listen to Oxfordshire residents. We will be open to scrutiny and regularly provide progress updates. We will put the impact on the climate and future generations at the heart of decision making. We will manage our own resources carefully.



9. Work with local businesses and partners for environmental, economic and social benefit



We will help Oxfordshire become a recognised centre of innovation in green and sustainable technologies. We will use our purchasing power for environmental, social and economic benefit and ensure that our pandemic recovery planning supports sustainable job creation.



make Oxfordshire a greener, fairer county

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Annex 2b

Engagement feedback on the Oxfordshire Fair Deal Alliance's priorities

Introduction

1. Throughout October and continuing into November 2021, we have undertaken public and stakeholder engagement to support the development of the council's new strategic plan and the 2022/23 budget setting process.
2. This had five strands:
 - A residents' survey to understand residents' priorities and experiences.
 - Public discussion groups.
 - Young people's discussion groups to ensure that young people's voices are included.
 - Stakeholder workshops and survey – with participation from the voluntary and community sector and town and parish councils.
 - Councillor engagement – discussions at locality groups and follow-up survey to ensure the views of all county councillors were sought.

Methodology summary and what we did

3. The following table describes the methodology used and responses received.

Engagement strand	Methodology	Responses
Strand 1: Residents' survey 4 October - 21 November 2021 Conducted by independent agency, Marketing Means	Postal survey sent to 4,841 households, stratified by district and postcode. Sent to a random sample of 4,841 households, stratified by districts and postcode. Representative of the adult population of Oxfordshire to +/- 3% @95% level of confidence. Option to respond by post or online.	<ul style="list-style-type: none">• 1,091 responses received.• Mix of post and online, giving a response rate of 23%.• Final data has been weighted by local authority area, age and gender against the ONS 2019 mid-year estimates to reflect Oxfordshire's population as a whole.
Strand 2: Public discussion groups 12 October - 10 November 2021	Eight, online (Zoom) group discussions with adults 18+, six main ones and two top-up groups. Participants were recruited to reflect different geographies	<ul style="list-style-type: none">• Engaged 35 people.

<p>Qualitative research conducted by independent agency Ask for Research.</p>	<p>(urban, market town and rural) and life stages (young adults who are pre-children, families, empty nesters).</p>	
<p>Strand 3: Young people's discussion groups</p> <p>Conducted by independent agency, Families, Kids and Youth.</p> <p>18 October - 27 October 2021</p>	<p>Five online group discussions with children and young people aged between 11 and 17, plus feedback from one person who could not join a group.</p> <p>The groups were filmed (with some GDPR restrictions on use/sharing).</p> <p>Most participants were recruited to reflect different geographies (urban, market town, growing towns, and surrounding villages), except for one group that was made up solely of members of the council's Children in Care Council.</p>	<ul style="list-style-type: none"> Engaged 29 people.
<p>Strand 4: Stakeholder workshops and survey</p> <p>Conducted by the council led by the consultation and engagement team.</p> <p>Meetings: w/c 18 October 2021</p> <p>Survey hosted on Let's Talk Oxfordshire: 22 October - 7 November 2021.</p>	<p>Three workshops, two for town and parish councils and one for representatives of the voluntary, community and education sector. Led by Cabinet members and supported by officers.</p> <p>Stakeholders were given the opportunity to listen to a presentation on the priorities and strategic plan process and provide feedback.</p> <p>Participants were sent a follow-up online survey.</p>	<ul style="list-style-type: none"> 108 representatives from local councils accepted invitation, and 99 attended (some councils sent multiple attendees). 66 representatives from the voluntary, community and education sector stakeholders accepted the invitation and 57 attended (some groups/organisations sent multiple attendees). 29 responded to the online survey.
<p>Strand 5: County councillor engagement and survey</p> <p>Conducted by the council led by the consultation and engagement team and strategy and policy team.</p> <p>Meetings: 4 October - 26 October 2021</p> <p>Survey hosted on Let's Talk Oxfordshire: 8 October - 7 November 2021.</p>	<p>Presentation and discussion on the agenda at 8 of the 9 councillor locality groups (the Thame locality group discussion did not go ahead due to IT issues).</p> <p>Councillors given the opportunity to listen to a presentation on the priorities and strategic plan process and provide feedback.</p> <p>All cllrs sent the survey.</p>	<ul style="list-style-type: none"> All councillors given the opportunity to feedback. 11 councillors responded to the online survey.

Feedback

- The five strands of engagement have generated a wealth of feedback and we are just starting to scratch the surface of what we have been told. All the strategic priorities are of interest, but relative importance depends on the audience groups.

Strand 1: Residents' survey

- The residents' survey has a much wider insight focus than solely the priorities. The wider findings will be shared with officers and councillors.
- From the residents' survey, our only representative piece of research, a clear hierarchy of priorities emerged when residents were asked 'which two priorities do you think it is most important for the council to concentrate on'. Table 1 shows how prioritising the health and wellbeing of residents and putting action to address the climate emergency at the heart of our work were deemed most important. Table 2 shows the importance residents placed on the factors listed in making somewhere a good place to live compared to what they felt most needs improving.

Table 1

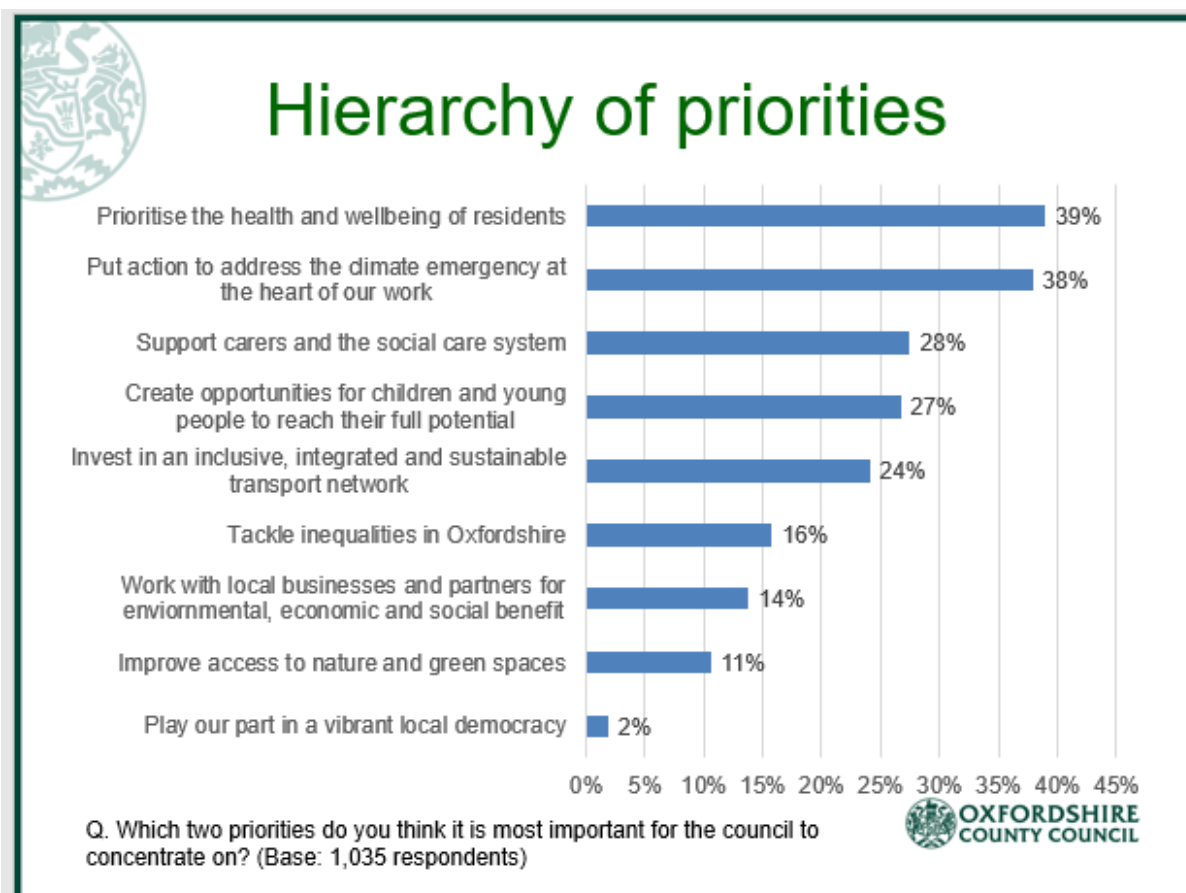
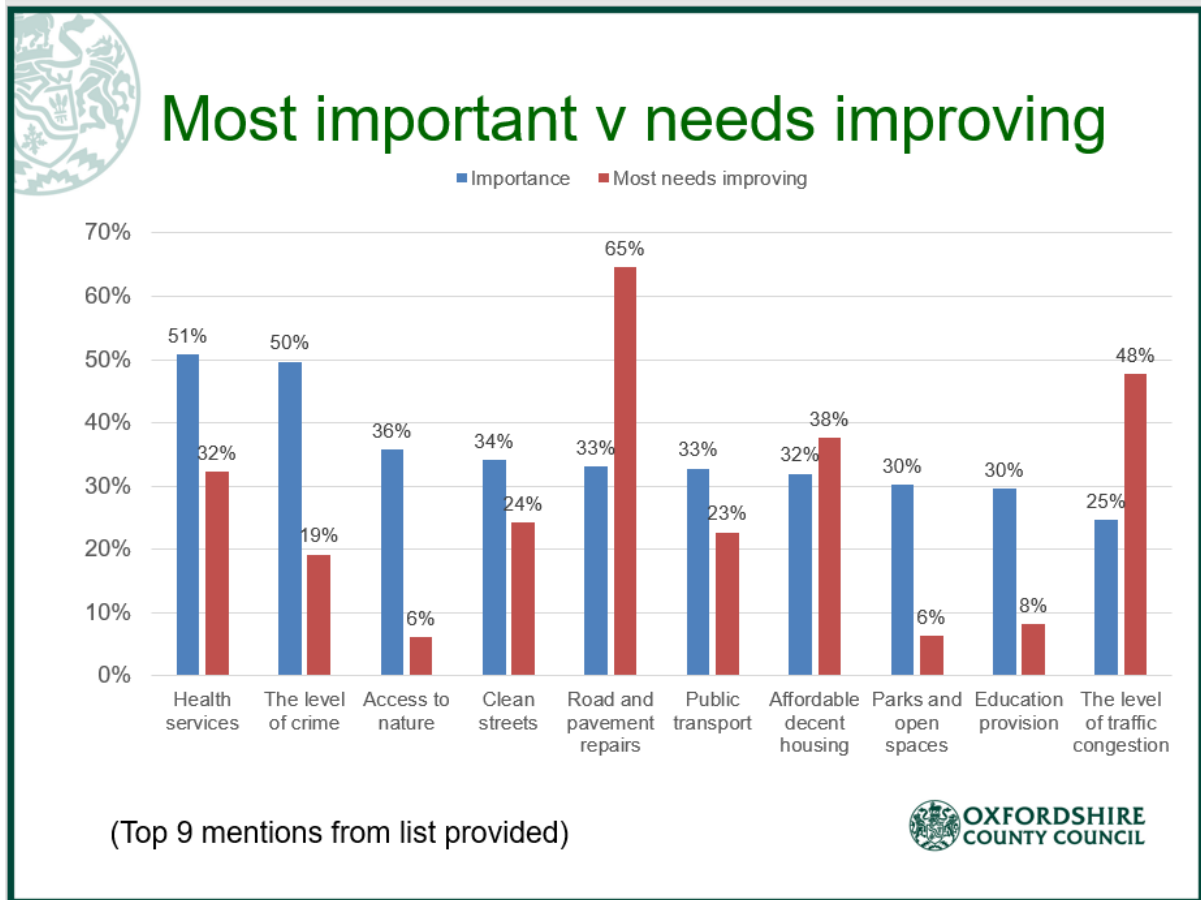


Table 2



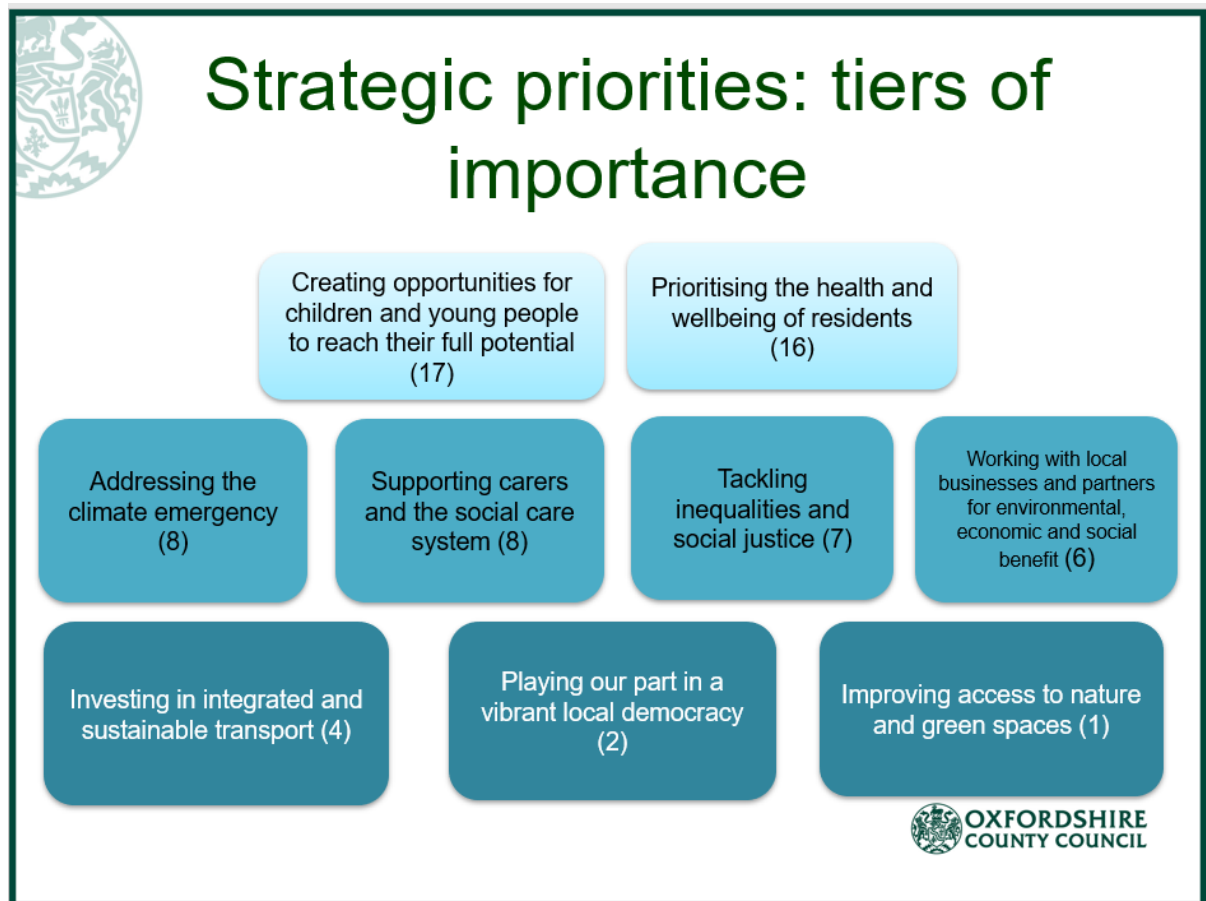
Strand 2: Public discussion groups

Overall

7. Residents were asked to rate the two priorities that they personally considered to be of most importance for the council to concentrate on as shown in table 3 below.
8. All nine priorities are seen as **important**, but there is a clear division between the priorities that affect individuals and those that affect the wider county. Residents focus in the first instance on what is of importance and relevance directly to themselves and the people they care about.
9. The clear top two strategic priorities:
 - a. prioritising the health and wellbeing of residents
 - b. creating opportunities for children and young people to reach their full potential.
10. Residents recognised the interlinking of the priorities and if this could be better represented visually. They considered the scope of the nine priorities is huge, and the wording and intention positive, but they want this to be supported by realistic intent and detail.

11. Actions to support the nine priorities need to be relevant, support the future, build on strengths, achievable and their impacts need to be measurable. The wording of the actions itself needs to be accessible and inclusive.
12. Residents understand the council doesn't have endless resources and want the council to focus on what can be achieved, rather than wide-ranging promises.

Table 3



Health

13. Health and wellbeing affect everyone, the outcomes of which everyone relies on. Important areas of health to focus on are physical health, mental health, healthy living, and accessibility for all.
14. The impact of the pandemic on the provision of health services was noted. Actions taken by volunteers to support health and wellbeing within the county could be supported by the council.
15. **Mental health:** While improvement in the openness regarding mental health is noted, this needs to be developed and built on. Support needs to be accessible and timely, with demand being exacerbated by the pandemic. Local support, amenities and programmes should be provided.

16. **Physical health:** We need to ensure equality of access for residents of all ages, physical abilities and income to sports and team sports. A specific focus on encouraging girls at a young age to participate was raised as well as we need to encourage healthy eating not enforce when providing information, and access to support.

Children and young people

17. Children and young people are seen as the future for the county. Creating opportunities for them to reach their full potential is crucial to achieving the vision for the county. Education is a significant contributor and the negative impacts of COVID-19 on schooling has resulted in both the loss of schooling and opportunities as well as its impacts on mental and physical health and social wellbeing.
18. Opportunities for older children need to ensure the demand for vocational options are supported, specifically with the availability of relevant apprenticeships; equality of opportunity for all young people.
19. Out of school activities for both children and young people were crucial; these need to be inclusive, accessible and affordable.
20. **Inclusion is required from an early age:**
- for education at all ages
 - equality of access to acceptable living standards; and
 - equality of opportunity for young people from all backgrounds.
21. **Equality of access within the school system is needed:**
- For older children, equality of access to opportunities was raised in the form of both academic and non-academic routes.
 - The provision of sufficient and relevant apprenticeships and entrepreneurial experience for young people wanting to take a vocational option was raised.
22. **Accessible (free) outside of school provision to support all young people:**
- Sports facilities, youth clubs and places for older young people to spend time.
 - The closure of out of school facilities, such as youth clubs, was a focus of discussion throughout all ages of the discussion groups.
23. **Mental health support within and outside of schools is key:**
- Promoted, accessible and timely – an increased need following COVID.

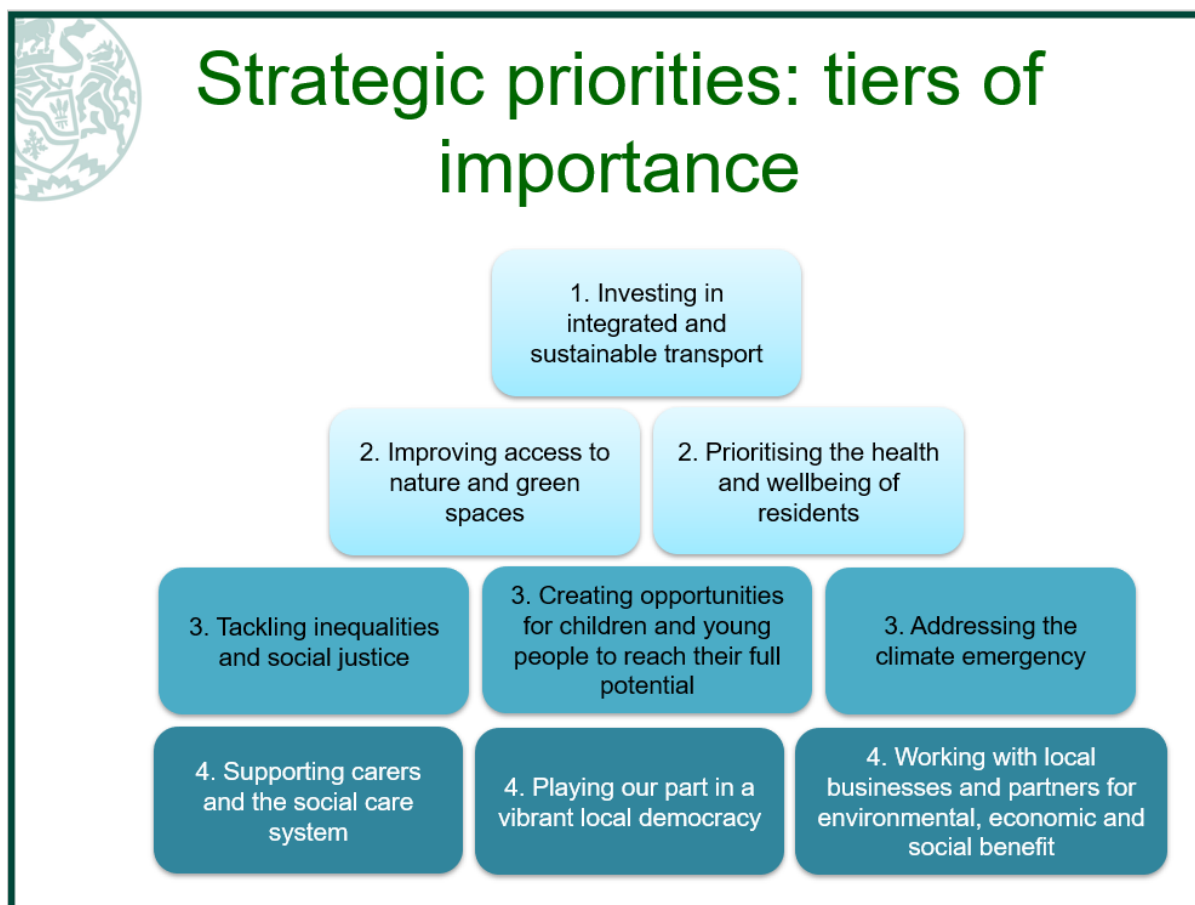
Strand 3: Young people's discussion groups

24. The top strategic priorities among young people were:
- investing in integrated and sustainable transport
 - improving access to nature and green spaces

- c. prioritising the health and wellbeing of residents.

25. Independent research company Families, Kids and Youth, tiered the importance of the priorities as shown in table 4 below.

Table 4



26. Transport:

- a. Young people are keen to resolve issues related to bus/train timetables, expensive fares (young person's concession card?), and safer cycles routes.
- b. Creating additional transport links with popular destinations (eg retail parks) is also welcomed. Let's hear from our young people.

27. Green spaces:

- a. Preservation of green spaces was key, new housing developments were cited negatively as a threat to this.
- b. There are few places young people feel they can go to socialise. Being able to visit and socialise in green spaces became a priority during lockdown. Current options are limited and adjusting opening hours in areas such as the local parks is suggested.
- c. Ensuring green spaces are well maintained is a concern – there were requests for more bins in public areas and restrict removing natural areas such as wildflowers.

28. Health and wellbeing:

- a. Young people are highly passionate about wellbeing.
- b. There is concern that wait times for mental health support are too long and care for under 16s is insufficient.
- c. Other plans suggested by the council (eg 'Smoke-free by 2050'; measures to support local businesses) are supported but more details are needed, current proposals sound too vague.

29. Communication is key:

- a. use clearer, simpler language
- b. hear direct from the council through school visits and posters
- c. use social media that is used by their age group eg Tik Tok not Facebook.

Strand 4: Stakeholder workshops

- 30. In the group discussions there were short but quality conversations on all nine priorities with practical suggestions.
- 31. Although not representative, the top three priorities from the survey were:
 - a. Put action to address the climate emergency at the heart of our work (15 mentions)
 - b. Invest in an inclusive, integrated and sustainable transport network (12 mentions)
 - c. Prioritise the health and wellbeing of residents (9 mentions).
- 32. As per the public discussion groups, stakeholders were quick to identify how the priorities link. For example: "The inequalities for rural dwellers should not be overlooked, this links to the transport priority," and "If an individual's health and wellbeing is poor it hinders their ability to engage on other priorities."
- 33. The workshops were well received with good engagement on the priorities and there was clear interest in targeted sessions in the future.
- 34. Several stakeholders openly welcomed the priorities but participants were keen to understand what sits behind the priorities as presented.
- 35. Rural transport and housing development linked to targets, infrastructure provision, decarbonisation and conflict with preservation of green spaces were the key themes for questions from town and parish councils.
- 36. The council's commissioning process (collaborative and participatory commissioning) and actively engaging groups and communities was of specific interest to the voluntary and community sector.

Strand 5: Councillor feedback

37. The three priorities that stand out from the councillors' survey (not representative) when asked to consider of the needs of their division are:
- a. Putting climate action at the heart of our work (urgency in action)
 - b. Invest in an inclusive, integrated and sustainable transport network
 - c. Create opportunities for children and young people to reach their full potential.
38. In their locality groups and through the survey, councillors provided constructive challenge and put forward practical ideas for taking each of the individual priorities forward.
39. For example, for playing our part in a vibrant local democracy the following ideas emerged:
- a. Need to be more proactive approach in engaging electorate, particularly the younger voters and school children
 - b. Citizen assemblies could be part of this
 - c. Consultations could be broader and not so objector focused.

Overall messages

40. All the strategic priorities are of interest, but relative importance differs by audience group.
41. Health/wellbeing is an emerging overall top three priority across all strands of feedback.
42. Investing in an inclusive, integrated, and sustainable transport network is the standout priority from the young people's discussion groups and health and wellbeing and children and young people from the public discussion groups. For the stakeholder groups, climate, transport and health and wellbeing were key themes, while for county councillors, key themes were climate, transport and children and young people.
43. It is proposed that positive consideration is given to integrating health into the overall vision statement and 'preserve' into priority six.
44. Language is key, we need our priorities and actions to achieve them to be clear (not ambiguous), accessible and inclusive both in aim and wording to engage audiences.
45. There is some appetite for ongoing engagement and working in partnership with partners and communities to deliver the priorities.
46. Deep dive sessions on the feedback are being planned to maximise its value, incorporate into the development of the strategic plan and subsequent service plans.

Next steps

47. Insight from all five engagement strands has already been used to feed into the budget and business planning process. The county council's budget consultation, which launched on 2 December 2021 and will close on 5 January 2022, includes questions on the Oxfordshire Fair Deal Alliance's priorities.
48. The outcomes of this budget consultation will be considered by the council's Cabinet on 18 January 2022 and decided by the council on 8 February 2022. Consultation feedback will also help develop a new strategic plan for the council.
49. Deep dive sessions where the insight gathered from this feedback can be explored in more detail are being planned for January and beyond to inform new and existing pieces of work, service plans and key strategy documents.

Kerry Middleton

Head of Communications, Marketing and Engagement

Previously Agreed Budget Changes Summary 2022/23 - 2025/26

Directorate	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Previously Agreed Pressures & Investments					
Adult Services	9,839	0	0	0	9,839
Children's Services	2,716	-1,420	-945	0	351
Public Health	47	48	0	0	95
Environment & Place	-255	-750	0	0	-1,005
Commercial Development, Assets & Investments	-1,339	-510	0	0	-1,849
Customers, Organisational Development & Resources	-645	0	0	0	-645
Total Previously Agreed Pressures & Investments	10,363	-2,632	-945	0	6,786
Previously Agreed Savings					
Adult Services	-65	0	0	0	-65
Children's Services	-411	0	0	0	-411
Public Health	378	-48	0	0	330
Environment & Place	-2,685	-579	-678	-160	-4,102
Commercial Development, Assets & Investments	-1,782	-245	0	0	-2,027
Customers, Organisational Development & Resources	-95	0	0	0	-95
Total Previously Agreed Savings	-4,660	-872	-678	-160	-6,370
Inflation to be allocated	6,000	6,000	6,000	6,000	24,000
Demography to be allocated		13,332	14,226	13,994	41,552
Total Previously Agreed Directorate Changes	11,703	15,828	18,603	19,834	65,968

Adult Services - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21AD1	Community Capacity: Strengthen and build community capacity, informal care networks & connections in Oxfordshire to help people to live as independent lives as possible. This is a further increase to investments in 2020/21 and 2021/22 and increases the total budget to £0.750m.	250				250
20AD8	Housing Related Support: the council invested £0.250m into the Oxfordshire Homelessness Partnership in each of 2020/21 and 2021/22. This funding ceases from 2022/23 but has been replaced by 22AS4.	-250				-250
22AS4	Continue contribution to the Oxfordshire Homelessness Partnership on an on-going basis from 2022/23.	250				250
21AD10	Care Workforce: Increase funding for Shared Lives carers to maintain payment rates compared to neighbouring areas. Also includes the on-going impact of benefit changes impacting on contributions to housing costs for people living with Shared Lives carers.	120				120

Adult Services - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
19PA1 & 20AD3 & 21AD6	Population Changes for Adults with Learning Disabilities: Funding for Demographic Changes built into existing MTFP based on increasing current spend by growth indices developed by Emerson & Hatton for the incidence of learning disability in the general population.	2,436				2,436
20AD1 & 21AD7	Population Changes: Learning Disability expenditure is higher than existing MTFP assumptions and planned demographic growth. Additional pressure assumes on-going effect of activity in previous years then £2.0m per annum net package growth (based on average growth over last two years).	1,100				1,100
21AD8	Population Changes: expenditure on the social care element of educational placements for young adults aged 18 - 25 is expected to continue to grow in 2022/23.	300				300
19PA1 & 20AD3 & 21AD16	Population Changes for Older People: impact of Demographic Changes built into existing MTFP - additional packages of care required for growing and ageing population. Based on uplifting existing budgets by Office for National Statistics population estimates.	3,364				3,364
20AD4/ 21AD18	Inflation: uplifts to Care Packages (links to increased cost for providers driven by increases to the National Living Wage and other costs) .	1,100				1,100

Adult Services - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
20AD17U	Service Review: Saving 20AD17 was reprofiled to reflect updated timescale for the implementation of commercial changes relating to the way the council commissions care home placements. The final year of the three year phasing reflects turnover of placements and ability to move to block contracting arrangements as existing spot placements come to an end. (links to 20AD17)	-334				-334
22AS2	Increase funding for mental health to reflect agreed activity levels	1,503				1,503
	Total Previously Agreed Pressures & Investments	9,839	0	0	0	9,839
	Previously Agreed Savings					
22AS14	Anticipated savings from changing the systems used for tracking home support visits as part of the implementation of the new Live Well at Home arrangements in 2021/22.	-125				-125
22AS22	One – off project funding (in reserves) was used to support expenditure in 2021/22. This one - off funding falls out from 2022/23.	60				60
	Total Adult Services Previously Agreed Savings	-65	0	0	0	-65
	Total Net Position	9,774	0	0	0	9,774

Children's Services - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
19PC1/ 20CH3/ 21CS6	Access to Education - Home to School Transport Demography to meet demand, particularly in relation to SEND transport.	1,300				1,300
21CS26	Fostering project - this was an invest to save project to support a new offer to in-house foster carers in Oxfordshire with the aim to increase the percentage of children in care living with in-house foster carers, as opposed to independent fostering or private residential care. £0.6m was initially invested in 2020/21 and will produce £1.0m of savings in total of which £0.6m will be made in 2022/23 and 2023/24.	-393	-230			-623
19PC1/ 20CH7	Staffing pressure - staffing to meet demographic growth in children's social care services. Numbers of children have increased in children's social care teams and addition staffing is required to maintain caseloads at acceptable level .	300				300
19PC1/ 20CH6/ 21CS8	Children with Disabilities: Demographic Increases - extra resources required to meet increased numbers of children with disabilities supported by our children social care.	200				200
21CS11	Children with Disabilities - This is the second half of a phased fall out of temporary funding of £0.2m added in 2020/21 to fund an additional Specialist Housing Occupational Therapist resource to address waiting lists.	-85				-85

Children's Services - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
19PC1/ 20CH5/ 21CS14	Corporate parenting placements - this pressure is linked to both the anticipated demand for placements for children in care and the increased complexity of children's needs. Includes rising costs of many of our specialist placements .	3,800				3,800
21CS21	Family safeguarding model - this was an invest to save project which introduced a new model in children social care. This will provide support to the whole family and is a preventative model which has proven in other areas to both enhance outcomes for children and their families and manage demand. An initial investment of £2.2m was made in 2020/21. Placement savings of £0.5m per annum and service savings of £0.4m are anticipated from 2022/23. The remainder of the budget change in 2022/23 relates to the assumption that the adult facing posts would attract funding from other agencies.	-1,916	-944	-945		-3,805
20CH8/ 21CS20	Leaving Care Allowances and Support	150				150
21CS16	Phased fall out of a temporary £0.4m increase in funding in 2020/21 for social care staffing team pressures to meet additional demand.	-140	-246			-386
22CS8	Fall out of Youth Offer - Accelerator Funding in 2021/22	-500				-500
	Total Previously Agreed Pressures & Investments	2,716	-1,420	-945	0	351

Children's Services - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Savings					
20CH15/ 20CH21	Savings arising from a review of third party spend - commissioning to review contracts , collaboration with providers etc to provide appropriate placements and support to children and provide best value.	-250				-250
22CS26	Savings arising from the step down from residential care to enhanced fostering provision	-463				-463
22CS27	Fall out of one off reduction of contribution to Adopt Thames Valley in 2021/22.	150				150
22CS32	Youth Justice Service redesign of senior management structure and Substance Misuse services.	59				59
22CS35	Fall out of government grant funding in 2021/22 for troubled families posts	83				83
22CS38	Training	10				10
	Total Previously Agreed Savings	-411	0	0	0	-411
	Total Net Position	2,305	-1,420	-945	0	-160

Public Health - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21PH3	Estimated Public Health funded staff salary inflation (to be met from Public Health grant funding)	47	48			95
	Total Previously Agreed Pressures & Investments	47	48	0	0	95
	Savings					
	Previously Agreed Savings					
21PH16 & 22PH11	Use the Public Health reserve to manage the overall impact of pressures and savings for Public Health within the ringfenced grant funding.	13	-33			-20
21PH8	Jubilee House - review and halve hot desk provision for council staff when current arrangements end in November 2022. Retain 8 desks.	-10	-15			-25
21PH15/ 19PPH1	A contribution of £0.425m from the Public Health Reserve supported public health eligible spend within the Family Safeguarding model in Children's Services in each of 2020/21 and 2021/22. This contribution falls out from 2022/23. (Linked to 21CS21)	425				425
22PH10	Review Drugs and Alcohol service provision	-50				-50
	Total Previously Agreed Savings	378	-48	0	0	330
	Total Net Position	425	0	0	0	425

Environment & Place - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21COM3	Fall out of one off investment related to the improvement of data management and processes to enable timely council-wide responses to planning consultations.	-400				-400
21COM8	Digitalisation of the Development Management and Enforcement Service to enable more efficient, flexible working.		-300			-300
21COM9	Development and implementation of a new service delivery model for Travel Planning team, to enable the service to become self financing and provide a better service to customers. Initial investment of £0.250m was made in 2020/21 for 2 years . On going saving to be acheived from 2022/23 is £0.150m after taking into account the repayment of the initial investment.	-250				-250
21COM1	Strategic Rail Cotswold Taskforce: Remaining phased fall out of partnership contribution of £0.175m made in 2020/21 to progress to progress the significant enhancement of the rail corridor supporting growth in West Oxfordshire.	-85				-85

Environment & Place - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
21COM20	Enhancing the provision of safety related tree maintenance - a 2-year programme of works to ensure the safety of trees adjacent to our highways on on our OCC property for which the County has responsibility. Cumulative investment of £0.6m in 2020/21 and 2021/22. £0.250m annual budget available ongoing from 2022/23.	-150				-150
20COM1	Street Lighting - Energy and Maintenance Costs	150				150
20COM2	Street Lighting - Borrowing Costs of replacement investment	780				780
21COM24	Changes to manage the staged fall out of a two year reduction to the drawdown from the Parking Account.	-300	-450			-750
	Total Previously Agreed Pressures & Investments	-255	-750	0	0	-1,005
	Previously Agreed Savings					
21COM13	Fall out of one-off drawdown from S106 penalty monies (offsets 21COM3)	400				400
21COM12	New charge for natural environment advice on planning consultations/applications (linked to 21COM11)	-10				-10
20COM19	Income from the new Strategic Transport Model.	-100				-100
18EE10/ 19COM4/ 19COM14/20 COM12/ 21COM26	Savings from reduced energy and maintenance costs relating to Street Lighting following the delivery of the LED replacement programme	-1,680				-1,680

Environment & Place - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
20COM14/21 COM23	Integrated Transport Unit - re-profiling of delayed cost savings	-400				-400
22EP04	Savings arising from realigning resources and priorities of the Street works permit system.	-305				-305
22EP05	Additional anticipated income from charges to developers. Appropriate charges for services undertaken for developers that attract a relevant external fee.	-249				-249
22EP18	Additional anticipated income from charges to developers. Appropriate charges for services undertaken for developers that attract a relevant external fee (road agreements).	-344	-274	-278		-896
22EP06	Improved recycling facilities at Drayton Highways Depot for tar bound materials and gully waste reducing disposal costs	-120	-50	-250		-420
22EP07	Highway Routine and Reactive Maintenance - Improvements to the management of defects to improve efficiency, enhance quality of repair, and reduce costs.	-100				-100
22EP09	Parking bay suspension - New charge for parking bay suspension to support the administration of them in addition to the loss of income already charged.	-2				-2
22EP10	Fleet management – Reduced costs and effort by consolidating contracts and managing collectively across directorate	-100		-100		-200
22EP11	Home to School contract management - Use of technology and improvements and automation of processes to reduce costs and effort required.	-350	-250	-50	-150	-800

Environment & Place - Previously Agreed Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
22EP13	COMET fares - Increase the cost of fares to better recover the cost of operating the service but still ensuring charges are affordable.	-5	-5		-10	-20
22EP16	Waste Budget - Planned increase to waste budget to accommodate population growth.	430				430
22EP17	Fall out of one-off draw down from the Bus Service Operators Grant reserve.	250				250
	Total Previously Agreed Savings	-2,685	-579	-678	-160	-4,102
	Total Net Position	-2,940	-1,329	-678	-160	-6,779

**Commercial Development, Assets and Investments
Previously Agreed Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21CDAI13	Phased fall out of the investment made in 2020/21 relating to work on Climate Action - a key part of the reduction in carbon relates to the Council's property portfolio.	-180	-60			-240
21CDAI5	Fall out of funding of a review of Hard Facilities Management Services.	-100	-100			-200
20COM7	Fall out of temporary funding of replacement costs of the Atrium Property database.	-15				-15
21CDAI10	Ongoing impact of Rates Revaluation	16				16
20COM6/ 20CDAI11	Ongoing impact of changes to Property utility costs.	140	-150			-10
21CDAI12	Phased fall out of £0.7m of investment in 2021/22 to bring the Council's Assets to a satisfactory operating level	-500	-200			-700
21CDAI14	Last year of the phased fall out of £0.3m funding agreed in 2020/21 relating to a pressure on the Joint Use Agreements.	-67				-67
20COM10	Increase share of Joint Control Centre costs - growth in volume (Fire & Rescue Service)	15				15
22CDAI13	Fall out of temporary funding related to delays to the implementation of changes to joint use agreements with leisure centres/other local authorities/school academies due to staffing capacity during the COVID-19 pandemic.	-648				-648
	Total Previously Agreed Pressures & Investments	-1,339	-510	0	0	-1,849

**Commercial Development, Assets and Investments
Previously Agreed Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Savings					
21CDAI9	Review of Catering Services - enhancing the service to enable it to develop a more commercially enhanced operating model with the introduction of a commercial manager and teams to provide a service to external organisations e.g. school academies / other authorities.	-100	-150			-250
21CDAI17	Reduction in costs due to Salix / potential borrowing relating to energy savings and repayments coming to an end	-44				-44
22CDAI1/2 22CDAI3	Transformational, efficiency and service specific saving initiatives will achieve total savings of £3.4m over 2021/22 and 2022/23.	-1,438				-1,438
20COM23	Increased income from anticipated extra demand (Fire & Rescue Service)	-10				-10
22CDAI5	Review of Mid-Level and Supervisory Leadership Level within the Fire & Rescue Service	-100	-50			-150
22CDAI6	Review of Wholetime Firefighter activity (prevention and protection)	-45	-45			-90
22CDAI7	Savings arising from the review of Fire & Rescue Service Business Support teams and Commercial Training Service	-25				-25
22CDAI12	Miscellaneous efficiency savings in Trading Standards	-15				-15
20COM21	Cost recovery charges for services provided to Coroner's Service	-5				-5
	Total Previously Agreed Savings	-1,782	-245	0	0	-2,027

**Commercial Development, Assets and Investments
Previously Agreed Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Total Net Position	-3,121	-755	0	0	-3,891

**Customers, Organisational Development & Resources
Previously Agreed Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21COD07	Microsoft Licensing increase costs from 2022/23	300				300
22CODR1	The Councillor Priority fund allows elected members to support community projects and priorities in their local areas. £0.945m funding is available in 2021/22 and can be used by Councillors over two years, 2021/22 and 2022/23. This is equivalent to £15k per Councillor over the two years.	-945				-945
	Total Previously Agreed Pressures & Investments	-645	0	0	0	-645
	Previously Agreed Savings					
22CODR6	Fall out of one-off saving from vacancy management across Strategy team	116				116
22CODR8	Fall out of one off saving from vacancy management in the Business & Customer Insight team.	39				39
22CODR19	ICT Transformation Saving	-250				-250
	Total Previously Agreed Savings	-95	0	0	0	-95
	Total Net Position	-740	0	0	0	-740

Summary New Pressures, Investments & Savings

	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000
Adult Services	1,120	790	690	0	2,600
Children's Services	1,757	1,000	343	381	3,481
Public Health	0	0	0	0	0
Environment & Place	334	607	-757	-106	78
Commercial Development, Assets & Investment	-167	535	0	0	368
Customers, Organisational Development & Resources	748	51	268	19	1,086
SUBTOTAL	3,792	2,983	544	294	7,613
Changes to be Allocated to Directorates: Inflation, Demography and Health & Social Care Levy	4,050	1,830	1,530	1,730	9,140
TOTAL	7,842	4,813	2,074	2,024	16,753

New Investments	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000
Children's Services	50	320	0	0	370
Adult Services	2,250	1,040	1,040	0	4,330
Public Health	355	-250	0	0	105
Environment & Place	649	135	-79	-128	577
CODR	761	150	19	19	949
CDAI	757	35	0	0	792
Corporate Changes					
Total New Investments	4,822	1,430	980	-109	7,123

New Pressures	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000
Children's Services	3,510	447	343	381	4,681
Adult Services	4,400	0	0	0	4,400
Public Health					
Environment & Place	3,365	-1,378	-328	22	1,681
CODR	428	0	0	0	428
CDAI	0	500	0	0	500
Corporate Changes	4,050	1,830	1,530	1,730	9,140
Total New Pressures	15,753	1,399	1,545	2,133	20,830

New Savings	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000
Children's Services	-1,803	233	0	0	-1,570
Adult Services	-5,530	-250	-350	0	-6,130
Public Health	-355	250	0	0	-105
Environment & Place	-3,680	1,850	-350	0	-2,180
CODR	-441	-99	249	0	-291
CDAI	-924	0	0	0	-924
Corporate Changes	0	0	0	0	0
Total New Savings	-12,733	1,984	-451	0	-11,200

Corporate Changes

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	New Pressures					
	<u>Health & Social Care Levy</u>					
23CM1	Direct Council Impact of Increase in Employer's NI	1,200				1,200
23CM2	Estimated impact on contracts	400				400
23CM3	Treasury Management Impact (dividends)	50				50
23CM4	Demographic growth pressure associated with Waste Disposal - growth of 5,000 tonnes at £86/tonne		430	430	430	1,290
23CM5	Inflation (assuming allowance of 2.5% for pay; 4%-6% for contracts; 0% for general prices; 2.0% income from charges)	2,400	1,400	1,100	1,300	6,200
	Total New Pressures	4,050	1,830	1,530	1,730	9,140
	Total New Changes	4,050	1,830	1,530	1,730	9,140

Adult Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	New Pressures						
23AS1	Care Market Sustainability - additional inflation provision post COVID-19 pandemic	4,400				4,400	
	Total New Pressures	4,400	0	0	0	4,400	
	New Investments						
23AS2	Long term COVID-19 Infection Control Requirements after grant funding assumed to finish in 2021/22 - based on increased staffing recruitment and retention, cost of PPE as free issue is withdrawn and new testing requirements. Estimate of ongoing costs is based on taking 15% of the current Infection Control Grant provided in 2021/22. Funding in short run proposed to be met from COVID-19 Reserve.		890	890		1,780	3,4,9
23AS3	Health & Social Care Bill: Assurance Preparation - new duty to achieve high quality care outcomes. This will be monitored and reviewed by Care Quality Commission against new KPIs	250				250	4

Adult Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
23AS4	Promoting Independence - Community Capacity; leveraging strengths of micro providers who fill the gaps between registered home care and informal home support providing a more cost effective, better value service to complement / supplement the core provision.	100				100	4,9
	<u>Learning Disabilities & Supported Living</u>						
23AS5	Employment & Wellbeing - Community Carers / Connectors - support clients with a learning disability, to enable them to take part in their communities more independently. They are supported to find volunteering roles, and/or leisure activities, according to their interests until they feel confident to continue on their own.	150	150	150		450	3,8
23AS6	National Autism Strategy - preparatory work in readiness for the new strategy plan for 2021 to 2026 aiming to improve across 6 key areas: understanding and acceptance; providing /extending access to education and transition to adulthood; support into employment; tackling health and care inequalities; building community and inpatient care; improving support within the justice systems	100				100	2,3,9

Adult Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
23AS7	Positive Behaviours Safety (PBS) - refocussing the PBS model with the objective of enhancing the quality of life for people who display behaviour that challenges and those who care for them. The objective is to grow and extend the range of adaptive behaviours and as a base to develop potential to achieve more positive life opportunities.	220				220	3,4
	<u>Process Automation</u>						
23AS8	System Design for Care Accounts extended to cater for the Build Back Better requirements.	150				150	4
23AS9	Multi Disciplinary Team Homefirst system - automated shift planning and rota management	150				150	4
23AS10	Implement new Dynamic Purchasing and Brokerage system	150				150	4
23AS11	Develop system Interfaces between the council & NHS / Oxfordshire Clinical Commissioning Group	180				180	3,4
23AS12	Increase the initial % of disability benefits the council allows for disability related expenses when undertaking financial assessments for contributions towards assessed care needs	800				800	2,4
	Total New Investments	2,250	1,040	1,040	0	4,330	

Adult Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	Savings						
23AS13	Out of Area Placements - Bring people back to Oxfordshire to improve outcomes and increase the utilisation of supported accommodation.	-400	-250	-350		-1,000	
23AS14	Block Bed Utilisation - Residential & Nursing The service has a Block Contract for Residential and Nursing Care which operates to a utilisation KPI target of 95%. The proposal is to increase the target by 3% to 98%+ utilisation by better planning, monitoring, tracking and control.	-1,248				-1,248	
23AS15	Supported Accommodation Block Utilisation - Live Well & Start Well Increase the utilisation of supported accommodation from the current 95% occupancy by 3% to 98% through: - Better management of resources - Implementing more effective contract mechanisms through dynamic framework arrangements - Making better use of our existing properties for new placements	-182				-182	
23AS16	Reduction in Demand Pressure - further 1% reduction in demand pressures and reduction in vacancies etc	-1,800				-1,800	

Adult Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
23AS17	Review Block Contract for Care Home Beds Reprofile the service's main contract to increase number of Nursing and reduce number of Residential Beds and save on cost of expensive 'Spot ' purchased Nursing Care beds	-600				-600	
23AS18	Adjust existing planned demographic growth	-200				-200	
23AS19	Supported Accommodation - Five year programme to invest in supported and demntia care accommodation and New Dynamic Framework to implement standard and ceiling rates	-1,100				-1,100	
						0	
	Total New Savings	-5,530	-250	-350	0	-6,130	
	Total New Changes	1,120	790	690	0	2,600	

Children's Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	New Pressures						
	<u>Education</u>						
23CS1	Special Educational Needs (SEN) Casework Team - An annual 10-12% increase in demand for Education Health & Care Plans (EHCPs) and the number of approved EHCPs which require an annual review has created a pressure across the SEN service including case workers, educational psychologists, quality and advocacy support. Additional capacity is needed to ensure quality and timeliness are in line with expected standards. Efficiencies of £0.100m per annum are planned for 2023/24 and 2024/25 and included within these pressures. Some of the pressure will be funded by the COVID-19 reserve in 2022/23 and 2023/24.	895	388	343	281	1,907	
23CS2	Special Educational Needs & Disabilities (SEND) Commissioning and Brokerage Team - additional dedicated commissioning capacity for SEND placement spend of circa £25m per annum.	291	-41	-100		150	

Children's Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	<u>Social Care</u>						
23CS3	Leaving Care & Unaccompanied Children Demographic Pressures: as a result of an increase in the number of children the council cares for over recent years there is now a pressure within the leaving care services as these children turn 18. The recent changes to the National Transfer Scheme are also expected to significantly increase the number of unaccompanied children the council cares for. These increases mean additional management capacity is needed.	63				63	
23CS4	Personal Advisors x 2.5FTE: It is anticipated that there will be an additional 111 care leavers by March 2022. Some of this increase can be met within existing resources, but this pressure enables the service to meet this demand while maintaining a case holding of 22.	111				111	

Children's Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	<u>Countywide Social Care</u>						
23CS5	<p>Children's Placement Demography and Price Inflation - increase to existing planned demography of £4.0m. COVID-19 has had an impact in this area due to more children being in placements than expected, for longer periods of time, along with an unusually large increase in the unit price for a placement. The demographic increases link to delays in courts and changes in individual circumstances resulting in children spending longer in care than they may have done. It is assumed the price inflation returns to usual rates from 2022/23.</p> <p>Demography is reviewed on an annual basis and adjustments will be made in future years to reflect any changes.</p>	1,150	100	100	100	1,450	
	<u>Funding Changes</u>						
23CS6	A reduction in the contribution to support service overheads from the High Needs Dedicated School Grant (DSG) following a review to ensure this is proportional, and to reflect the policy to reduce the overspend within the High Needs DSG block.	500				500	

Children's Services - New Pressures, Investments & Savings

Ref	Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000	Priority
23CS7	Review of High Needs DSG funding for Education funded Children's Social Care placements, to reduce the overspend within the High Needs DSG block.	500				500	
	Total New Pressures	3,510	447	343	381	4,681	
	New Investments						
	<u>Countywide Social Care</u>						
23CS8	<p>Pause works with women who have experienced multiple removals of children from their care. Through intensive relationship-based programmes women take a pause in pregnancy and break destructive cycles that cause both them and their children deep trauma. As a result they experience improved mental and physical health, improved employment and housing outcomes and a reduction in domestic abuse and substance misuse, as well as improved relationships with children who have been removed from their care or the ability to experience a positive ending.</p> <p>To date this project has been grant funded (DfE and Troubled Families), however to continue beyond November 2022 council funding is required. The 2022/23 pressure of £0.078m will be funded by earmarked reserves.</p>		320			320	2, 3 & 7

Children's Services - New Pressures, Investments & Savings

Ref	Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000	Priority
	<u>Cross Council Priorities</u>						
23CS9	Gypsy and Traveller Services Children's Support Officer	50				50	2, 3 & 7
	Total New Investments	50	320	0	0	370	
	<u>New Savings</u>						
	<u>Changes to Existing Savings</u>						
23CS10	Troubled Families grant will continue for a further year	-83	83			0	
	<u>Education</u>						
23CS11	Temporary use of COVID-19 and Afghan Resettlement grant funding for employee costs.	-50	50			0	
23CS12	The academy and new school budget is expected to underspend on a one - off basis in 2022/23 due to the current lower number of academy conversions.	-100	100			0	

Children's Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
23CS13	<p>Home to school transport represents a significant proportion of the councils overall budget for Education and Services for children. We will be reviewing how this money is spent including:</p> <ul style="list-style-type: none"> -Adjusting the price of the spare seat scheme to reflect the increasing cost of providing this service -Reviewing areas of discretionary spend and adapting policies to bring the Oxfordshire transport offer more in-line with other parts of the Country -Optimising our routes to reduce emissions and make savings -Running our services more efficiently and ensuring eligibility is tightly managed 	-1,000				-1,000	
	<u>Social Care</u>						
23CS14	Use an element of the Supporting Families Grant to support the funding of the Locality Community Support Service	-230				-230	
23CS15	Using the recently announced Holiday Activities funding (£200m nationally in 2022/23, Oxfordshire share estimated to be between £0.5m to £1.0m) to support our youth offer. Allows a proportion of the budget for youth to be saved.	-150				-150	

Children's Services - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
23CS16	Additional on-going savings on travel costs following COVID-19.	-190				-190	
	Total New Savings	-1,803	233	0	0	-1,570	
	Total New Changes	1,757	1,000	343	381	3,481	

Public Health - New Pressures, Investments & Savings

Ref	Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000	Priority
	Investments						
23PH1	Sexual Health - clear the backlog of Long Acting Reversible Contraception and to meet additional demand outside of Primary Care settings specifically targeted to targeted areas of deprivation.	140	-140			0	3
23PH2	NHS Health Checks - clear the backlog of health checks and provide health checks through alternative service providers outside of Primary Care settings specifically targeted to areas of deprivation and specific patient groups who are more at risk of CVD or who have been traditionally less likely to access services.	110	-110			0	3
23PH3	Sustance Misuse - support criminal justice pathways preventing further offending behaviour	50				50	3
23PH4	Addressing Childhood obesity - contribute to initiatives to reduce sedentary behaviour and obesity in children	55				55	7
	Tota New Investments	355	-250	0	0	105	

Public Health - New Pressures, Investments & Savings

Ref	Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000	Priority
	New Savings						
23PH5	Sexual Health. A one-off underspend in 2021/22 will be used to support additional activity 2022/23 on a one - off basis.	-140	140			0	
23PH6	NHS Health Checks - A one-off underspend in 2021/22 will be used to support additional activity 2022/23 on a one - off basis.	-110	110			0	
23PH7	Sustance Misuse - efficiencies in community and healthcare services	-50				-50	
23PH8	Efficiencies in Obesity and Physical activity budgets	-55				-55	
	Total New Savings	-355	250	0	0	-105	
	Total New Changes	0	0	0	0	0	

Environment & Place - New Pressures, Investments & Savings

Ref	Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000	Priority
	New Pressures						
23EP1	Environment and Place redesign saving will be a staggered restructure starting with the management team and working its way down the directorate structure to optimise the efficiency and effectiveness of the teams. Links to saving 22EP03.	750	-750			0	
23EP2	The Infrastructure Delivery Team provides project management and other support for the delivery of the Growth Deal, Housing Infrastructure Fund and other major projects. Because the work does not relate to specific schemes these costs cannot be funded through the capital programme.	1,300				1,300	
23EP3	Reprofiling of the LED replacement streetlighting programme due to unavoidable supply chain disruption. Overall, the programme should now over-achieve energy and cost savings commitments. (Links to 18EE10/ 19COM4/ 19COM14/20COM12/ 21COM26)	1,000	-1,000	-600		-600	
23EP4	Recycling and Gully treatment project savings at the Drayton Highways Depot not now achievable (22EP26)	120	50	250		420	
23EP5	Increased contribution to the Regional Flood Co-ordination Committee Levy	45	22	22	22	111	

Environment & Place - New Pressures, Investments & Savings

Ref	Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000	Priority
23EP6	Planning process digitisation project (21COM8) has been completed and savings of £0.150m have been achieved a year earlier than planned. Increased volume of planning applications means on-going costs have increased. This project has been completed as far as it can be. However, due to the increasing volume of applications being recieved, although efficiently processed, service cannot progress the project to realise cashable savings only that they can do more withing the budget the service originally had. This means that the investment budget can be realised but the cahshable saving cannot be further achieved.	-150	300			150	
23EP7	Broad Street Pedestrianisation - reduction in Pay and Display Income	300				300	
	Total New Pressures	3,365	-1,378	-328	22	1,681	
	New Investments						
23EP8	Flood Prevention and Surface Water Management Related bids – supporting future Flood Risk, Strategy and Partnership work	196				196	1
23EP9	Contribution to New Local Nature Partnership	25				25	6

Environment & Place - New Pressures, Investments & Savings

Ref	Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000	Priority
23EP10	Environmental and Community bids - supporting the expansion in capacity to prepare for the Environment Bill, develop the Nature Recovery Strategy and greater support for Community Action Groups	242		-50		192	1
23EP11	Increase capacity to develop pipeline and contract delivery of projects to support the Zero Carbon Infrastructure	66	-2		-64	0	1
23EP12	Delivery of Pathways to a Zero Carbon Oxfordshire - one off capacity to develop roadmap and support partnership working	90	-70	-20		0	1
23EP13	Increase on-going capacity to deliver the Electric Vehicle policy and strategy	87				87	1
23EP14	Provide capacity to ensure Oxfordshire is "Grid ready", developing Energy System planning and flexibility trials.	66	7	-9	-64	0	1
23EP15	Increase capacity to manage Community Climate Outreach Programme	77				77	1
23EP26	Adjustment to investments to reflect that some of these investments will start part way through 2022/23	-200	200			0	1
	Total New Investments	649	135	-79	-128	577	

Environment & Place - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	New Savings						
23EP16	Waste Contract saving following negotiations on the Food and Green Waste contracts	-500				-500	
23EP17	Review external income streams, for example, through Commuted Sums, Section 38 (Road Agreements), Section 278 (Highways works) and Section 106 (Developer Funding), to optimise use to fund eligible expenditure	-250				-250	
23EP18	Moving Traffic New income introducing Part 6 powers relating to Civil Traffic Enforcement incl. Rising Bollards management	-130	-200	-250		-580	
23EP19	Increased Fees and Charges - Oxford Pay and Display and additional Bus Lane Enforcement	-150	-150			-300	
23EP20	Increase in Parking Bay Suspension income (22EP09)		-50			-50	
23EP21	Increase in vacancy control and reduction in reliance on agency staff and some smaller combined non-staffing savings.	-150				-150	

Environment & Place - New Pressures, Investments & Savings

Ref	Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000	Priority
23EP22	Extend and increase use of one-off use of Bus Service Operators Grant	-250	250			0	
23EP23	Additional on-street parking income	-150				-150	
23EP24	One - off drawdown from commuted sums	-2,000	2,000			0	
23EP25	Supported Transport budget - rebasing of service operation and staffing costs	-100		-100		-200	
	Total New Savings	-3,680	1,850	-350	0	-2,180	
	Total New Changes	334	607	-757	-106	78	

Commercial Development, Assets and Investments - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	<u>New Pressures</u>						
23CDAI1	On-going pressure related to joint use sports agreements with leisure. Pressure in 2022/23 will be funded from reserves on a one - off basis.		500			500	
	Total New Pressures	0	500	0	0	500	
	New Investments						
	<u>Procurement</u>						
23CDAI2	New Green Deal - Support the procurement team and services to work with our Major suppliers to set and report on science based nature and climate targets (2 FTE reflecting scale of supply chain and potential impact)	106	35			141	1

Commercial Development, Assets and Investments - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	<u>Legal Services</u>						
23CDAI3	Recruitment & Retention Issues	229				229	
23CDAI4	Increase in legal costs due to reliance upon Counsel (barrister provision) for Childcare work which has steadily increased both in terms of quantity and complexity over the last few years. Matters coming before the courts are becoming more involved which has resulted in the increased financial pressure.	243				243	7
23CDAI5	Increase Democratic Services and Scrutiny Capacity: 2 FTE Scrutiny Officers and 1 FTE Democratic Services Officer	179				179	8
	Total New Investments	757	35	0	0	792	
	New Savings						
	<u>Oxfordshire Fire & Rescue Service</u>						
23CDAI6	Fire Cadets will be moved to a charitable status to allow better access to funding to allow growth in this area	-20				-20	
23CDAI7	Reprofiling of budget in line with spend analysis and efficiencies through improved crewing management	-90				-90	
23CDAI8	Savings from joint OCC/CDC managerial posts in Regulatory Services	-90				-90	

Commercial Development, Assets and Investments - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
23CDAI9	Traveller sites - increase recovery rent and utility costs recovery through improved systems	-15				-15	
	<u>Procurement</u>						
23CDAI10	Procurement - removal of vacant posts (2 x Grade 8, 1x Procurement & Contract Management Systems Analyst, 1x Procurement & Contract Management Intelligence Analyst)	-67				-67	
	<u>Property Services</u>						
23CDAI11	Electric Vehicle leases	-50				-50	
23CDAI12	Self delivery on Hard Facilities Management	-100				-100	
23CDAI13	Renegotiation to focus on new efficiencies with existing cleaning contracts	-170				-170	
23CDAI14	Income Generation with new Cleaning Contracts	-100				-100	
23CDAI15	Rollout out of digital post room solution	-100				-100	
23CDAI16	Balance of Saving from Leadership Team Cost Centre	-33				-33	
	<u>Legal Services</u>						
23CDAI17	Efficiencies arising through digital solutions	-89				-89	
	Total New Savings	-924	0	0	0	-924	
	Total New Changes	-167	535	0	0	368	

Customers, Organisational Development & Resources - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	New Pressures						
	<u>Customers & Culture</u>						
23CODR1	Staffing & income pressures within Library Service	200				200	
23CODR2	Pressure on History Service staffing budget from ongoing vacancy factor	13				13	
	<u>Communications, Strategy & Insight</u>						
23CODR3	Changes to the charging mechanism for the policy and communications team, who work jointly across Oxfordshire County Council and Cherwell District Council.	47				47	
	<u>Finance</u>						
23CODR4	Finance - additional capacity to respond to on-going demand	168				168	
	Total New Pressures	428	0	0	0	428	

Customers, Organisational Development & Resources - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	New Investments						
	<u>Customers & Culture</u>						
23CODR5	Banbury Library - running costs for new library	50	150			200	2,7
	<u>Human Resources & Organisational Development</u>						
23CODR6	Re-design and re-position the Organisational Development service to both build capacity and expertise as we continue to move forward with our organisational development and change programme to Deliver the Future Together	500				500	
	<u>Communications, Strategy & Insight</u>						
23CODR7	Establishment of 1 x new posts for engagement with local residents	56				56	8
23CODR8	Increase in the consultation and engagement supplies and services budget	25				25	8
23CODR9	Performance Management Business Systems			19	19	38	
	<u>Finance</u>						
23CODR10	Capital Governance Review additional staffing - 2 FTE at G18 and G11	130				130	5
	Total New Investments	761	150	19	19	949	

Customers, Organisational Development & Resources - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	New Savings						
	<u>Communications, Strategy & Insight</u>						
23CODR11	Pause Recruitment	-36	36			0	
23CODR12	Reduction in Policy & Strategy budget	-10				-10	
23CODR13	Removal of Performance & Insight training budget	-11				-11	
23CODR14	Reduction in Performance & Insight IT budget	-5				-5	
23CODR15	Temporary reduction in operational budget of the Performance & Insight team	-10		10		0	
23CODR16	Establishment of a charged design and marketing service	-20				-20	
	<u>Customer & Culture</u>						
23CODR17	Reduction in the History Service staffing budget	-18				-18	
23CODR18	Reduction in stationery budget within Library Service	-70				-70	
23CODR19	Refocus delivery of museum learning and access service	-16				-16	
23CODR20	Reduction in the Music Service operational staffing budget	-77				-77	
23CODR21	Proposed reduction in non - staff costs	-34				-34	
23CODR22	Proposed increase in Income generating services - Registration Services	-15	15			0	
23CODR23	Additional on-going savings on travel costs following COVID-19.	-30				-30	

Customers, Organisational Development & Resources - New Pressures, Investments & Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total	Priority
		£000	£000	£000	£000	£000	
	<u>ICT</u>						
23CODR24	Temporary savings in supplies & contracts	-239		239		0	
23CODR25	Reprofile part of previously agreed saving of £0.250m in 2022/23	150	-150			0	
	Total New Savings	-441	-99	249	0	-291	
	Total New Changes	748	51	268	19	1,086	

COVID - 19 Pressures to be Funded from Reserves

		2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£000	£000	£000	£000	£001	£000
	Adult Services						
COVID12	Long term COVID-19 Infection Control Requirements after grant funding assumed to finish in 2021/22 - based on increased staffing recruitment and retention, cost of PPE as free issue is withdrawn and new testing requirements.	1,780	-890	-890			0
	Subtotal Adult Services	1,780	-890	-890	0	0	0
	Children's Services						
	<u>Education</u>						
COVID1	Special Educational Needs (SEN) Casework Team - An annual 10-12% increase in demand for Education Health & Care Plans (EHCPs) and the number of approved EHCPs which require an annual review has created a pressure across the SEN service including case workers, educational psychologists, quality and advocacy support. Additional capacity is needed to ensure quality and timeliness are in line with expected standards. Efficiencies of £0.100m per annum are planned for 2023/24 and 2024/25 and included within these pressures. Some of the pressure will be funded by the COVID-19 reserve in 2022/23 and 2023/24.	267	-134	-134			0
COVID2	Reduction in management by combining Early Years Teams across Education. Existing saving (22CS19) not achievable until 2024/25 as a result of COVID-19 pressures.	140		-140			0

COVID - 19 Pressures to be Funded from Reserves

		2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£000	£000	£000	£000	£001	£000
	<u>COVID-19 Demand Pressures</u>						
COVID3	Elective Home Education - An increase in numbers of families choosing to home educate has required an short-term investment in this service to support this.	84	-84				0
COVID4	Additional capacity to track children missing education reflecting increased demand for services	21	-21				0
	<u>Social Care</u>						
COVID5	Agency Staff - the proportion of permanent posts held by an agency social worker has increased during 2021/22 because of COVID-19 demand and other factors impacting on the availability of experienced social workers.	750	-375	-375			0
COVID6	Family Safeguarding Partnership Team Savings - higher demand due to the COVID-19 pandemic means that it isn't possible to reduce teams in line with the original plan without a significant impact on caseloads. At present it is estimated there will be a two year delay, but this will be reviewed as demand changes. (links to 21CS21)	446	444		-446	-444	0

COVID - 19 Pressures to be Funded from Reserves

		2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£000	£000	£000	£000	£001	£000
COVID7	Family Safeguarding Associated Savings The reduction in activity as a result of Family Safeguarding was expected to reduce activity in other services, such as Children we Care For Teams and the QA services. These will now be delayed.	140	246	-140	-246		0
	<u>COVID-19 - Additional Demand Pressures</u>						
COVID8	Multi Agency Safeguarding Hub - additional activity linked to COVID-19 demand.	624	-312	-312			0
COVID9	Family Safeguarding Partnership Teams - additional activity linked to COVID-19 demand.	350	-175	-175			0
COVID10	Fostering Project Savings - reprofile of existing saving 21CS26. Recruitment of foster carers has been challenging nationally since the start of the pandemic for both local authorities and fostering agencies.	588	49	-312	-325		0

COVID - 19 Pressures to be Funded from Reserves

		2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£000	£000	£000	£000	£001	£000
	<u>High Needs DSG</u>						
COVID11	The modelling approach to Covid within Oxfordshire across all services has been to compare expected, annual growth patterns to growth seen through the pandemic. The excess growth is deemed to be as a result of the pandemic. Using this method there were an extra 74 plans issued, and applying costs based on the normal pattern of provisions, this results in an additional cost to High Needs.	1,200				-1,200	0
	Subtotal Children's Services	4,610	-362	-1,588	-1,017	-1,644	0
	Environment & Place						
COVID13	Supported Transport digital contract management project (22EP11) has been delayed due to resources being diverted to support Home to School contract changes through the Pandemic.	350	-350				0
COVID14	On-going reduction in the use of the Pay and Display (COVID-19) and reduction in level of drawdown from Parking Account as a result of reduction in income.	800	-400	-400			0
	Subtotal Environment & Place	1,150	-750	-400	0	0	0

COVID - 19 Pressures to be Funded from Reserves

		2022/23	2023/24	2024/25	2025/26	2026/27	Total
		£000	£000	£000	£000	£001	£000
	Commercial Development, Assets & Investment						
	<u>Legal Services</u>						
COVID16	COVID-19 Compliance Pressures	25		-25			0
COVID17	Childcare Solicitor Provision	279		-279			0
	Subtotal Commercial Development, Assets & Investment	304	0	-304	0	0	0
	Customers, Organisational Development & Resources						
	<u>Finance</u>						
COVID15	Capacity pressures as a result of the on-going response to COVID-19	91	-91				0
COVID18	<u>Local Council Tax Support Scheme</u>						
	Anticipation of future emergency welfare demand – proposals to follow.	500				-500	0
	Subtotal Customers, Organisational Development & Resources	591	-91	0	0	-500	0
	TOTAL YEAR ON YEAR CHANGE	8,435	-2,093	-3,182	-1,017	-2,144	0
	CUMULATIVE USE OF COVID-19 RESERVE	8,435	14,778	17,939	20,083	20,083	0

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Annex 3a – Summary Equality Impact Assessment

Section 1: Summary details

Directorate and Service Area	All Directorates and Service Areas
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	This assessment sets out the overall impact that the budget and business planning proposals have on a range of equality and diversity characteristics, including the nine protected characteristics defined under the Equality Act 2010, and sets out any mitigations that have been put in place against possible negative impacts.
Is this a new or existing function or policy?	This Equality Impact Assessment provides an overview of the 2022/23 budget and business planning proposals and so comments on changes to existing programmes as well as new proposals.
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	<p>This assessment covers the overall budget and business planning proposal for Oxfordshire County Council and seeks to highlight key evidence and intelligence that the Council has used to assess the impact of its budget proposals on the nine protected characteristics set out in the Equality Act 2010. The Council has also assessed the impact on those living in rural areas, those living with social deprivation, armed forces communities and carers.</p> <p>An initial review of all proposals was completed by the corporate policy team to review the impact of savings and determine where mitigations would be required. Individual Equality Impact Assessments will be finalised following approval of budget proposals for any required policy change that could have a negative impact.</p> <p>The assessment has not identified any bias, unfair advantage or disadvantage to any groups or individuals. Where potential negative impacts have been identified, mitigations have been put in place to reduce impact.</p>
Completed By	Emily Schofield, Acting Head of Strategy
Date of Assessment	November 2021

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The Council’s budget and business planning proposals are designed to enable us to lead positive change – working in partnership to make Oxfordshire a greener, fairer and healthier county. Our nine strategic priorities are:</p> <ol style="list-style-type: none"> 1. Put action to address the climate emergency at the heart of our work. 2. Tackle inequalities in Oxfordshire. 3. Prioritise the health and wellbeing of residents. 4. Support carers and the social care system. 5. Invest in an inclusive, integrated and sustainable transport network. 6. Preserve and improve access to nature and green spaces. 7. Create opportunities for children and young people to reach their full potential. 8. Play our part in a vibrant local democracy. 9. Work with local businesses and partners for environmental, economic and social benefit. <p>This budget and business planning round has been impacted due to facing an uncertain funding situation. There has been a commitment from government in its autumn budget to provide new grant funding for councils over the next three years to support vital local services, however, details remain unclear. The ongoing impact of COVID-19 is continuing to place significant pressures on our day to day services, and also affects our income streams. Added to this, our population is growing and ageing at one of the fastest rates in our history, which puts more pressure on our budgets and services. This means we need to make additional savings on top of those already agreed for our 2022/23 budget.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>This impact assessment covers all savings proposals across Commercial Development, Assets and Investment, Children’s Services, Environment and Place, Public Health, Adults and Housing Services, Customers, Organisational Development and Resources. Details of proposals are set out in the main Budget and Business Planning proposals.</p>

<p>Evidence / Intelligence</p> <p>List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<p>In considering the impact of budget proposals before they are formally agreed, the Council undertakes a detailed process of democratic and community engagement. This includes:</p> <ul style="list-style-type: none"> • Using the Oxfordshire Joint Strategic Needs Assessment (JSNA) of health and wellbeing needs to consider the impact of proposals as they are drawn up and in the development of this overarching assessment. The Council's JSNA can be found here; • A public consultation process, the results of which are published alongside the Budget and Business Planning proposals; • A democratic process including agreement of proposals by Cabinet, analysis and comment on those proposals by Audit and Governance Committee, and adoption of the budget by Full Council. Each of these stages provides an opportunity to invite comment and engagement from the public and representatives of particular organisations or population groups.
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>The council must seek to find savings in order to mitigate the financial pressures as set out above. Savings proposals must be put forward for consideration.</p>

Section 3: Impact Assessment - Protected Characteristics – see next page

Age: In mid-2019 there were 691,700 residents in Oxfordshire. 22% of the population are resident in Oxford City, 38% in the county's main towns and the remaining 40% in smaller towns and villages. Oxfordshire's population is expected to rise to 832,300 by 2029. In that time, the number of residents aged 65 and over is expected to grow by 23%, compared with 14% of working age residents, and children by 12%.

The proposal to move the Fire Cadets to a charitable status should provide a more inclusive initiative which will enable more children and young people to join. As this proposal is developed, a dedicated EIA will be completed. The proposal to seek efficiencies in Obesity and Physical Activity budgets will aim to develop a programme to support children who have been identified as very overweight or obese, and this proposal will address the gap in current support provision. A dedicated EIA has been completed for this budget proposal.

Disability: Around 19% of the South East population have a disability. As of 1 April 2020, there were 1,672 adults receiving long term social care for learning disabilities in Oxfordshire from Oxfordshire County Council Adult Social Care services. In 2019-20 there were a total of 3,025 people with learning disabilities (all ages) registered with GP practices in Oxfordshire Clinical Commissioning Group. According to the school census (January 2020) in Oxfordshire there was a total of 6,391 pupils with learning difficulties (including specific, moderate, severe, profound and multiple) in schools in Oxfordshire. In January 2020, there were 1,938 pupils in Oxfordshire registered with their primary/main type of need as Autism Spectrum Disorder, 2% of all pupils.

The proposal to increase Pay and Display fees in Oxford City will not extend to residents eligible for the Blue Badge scheme. A dedicated EIA has been completed for this budget proposal.

Gender Identity: There is limited information available on gender identity and data at a local level is not available. During the 2019-20 financial year, there were 445 applications for gender recognition certificates in the UK but this will be under representative of those whose gender identity does not match the sex they were assigned at birth. No specific issues relating to gender reassignment have been identified as likely to arise as a result of these proposals.

Pregnancy and Maternity: There were 7,287 live births in Oxfordshire in 2019. Oxfordshire had an above-average proportion of births to older mothers. No specific issues relating to pregnancy and maternity have been identified as likely to arise as a result of these proposals.

Marriage and Civil Partnership: At the time of the 2011 Census there were 128,400 married households in Oxfordshire and 682 registered same-sex civil partnerships. Same sex marriage became legal in 2014. In 2017 in Oxfordshire there were 3,224 marriages of opposite sex couples and 79 same-sex marriages. No specific issues relating to marriage and civil partnership have been identified as likely to arise as a result of these proposals.

Race including ethnic or national origin, colour or nationality: In 2011, there were 107,000 people in Oxfordshire of an ethnic minority background (non white British) up from 60,900 in 2001. The proportion of the population from ethnic minority backgrounds in Oxfordshire increased to 16% in 2011, remaining below the England average (20%).

At the time of the 2011 Census, there were 623 people living in Oxfordshire identifying as Gypsy or Irish Traveller. The proposal to increase recovery rent and utility costs recovery from residents in council owned Traveller sites, aims to provide a holistic approach to supporting residents in rent and utilities arrears. This proposal has a dedicated EIA which is included in the budget consultation documents.

Religion or belief: The question on religion and belief in the 2011 Census survey was voluntary and 65% of residents in Oxfordshire responded to this question. 93% of those that responded said that they were Christian, the largest non-Christian group stated that they were Muslim with 15,700 residents in the county and 28% of respondents said that they had no religion or belief. This impact assessment has identified no specific impact of our budget and business planning proposals on religion or belief.

Sex: As of mid-2019 there were 344,030 (49.7%) males and 347,637 (50.3%) females living in Oxfordshire. In 2017-19, cancer was the leading cause of death in Oxfordshire, followed by Heart Disease and stroke for males and Dementia for females. This impact assessment has identified no specific impact of our budget and business planning proposals on sex.

Sexual Orientation: There is limited data on sexual orientation defined as people identifying as heterosexual/straight, gay/lesbian, bisexual or another sexual attraction. It was estimated that there was a total of 12,300 people aged 16+ in Oxfordshire identifying as Lesbian, Gay or Bisexual in 2018. This impact assessment has identified no specific impact of our budget and business planning proposals on sexual orientation.

Rural Communities: Oxfordshire is the most rural county in the South East at 2.6 people per hectare and 40% of our population live in smaller towns and villages. This impact assessment has identified no specific impact of our budget and business planning proposals on rural communities.

Armed Forces: In April 2020 there were 9,360 regular armed forces personnel stationed in Oxfordshire and as of March 2020 there were 6,623 recipients of pensions/compensation under the Armed Forces Pension Scheme, War Pension Scheme and Armed Forces Compensation Scheme in the county. This impact assessment has identified no specific impact of our budget and business planning proposals on the Armed Forces.

Carers: In 2019-20 there were a total of 4,540 carers in Oxfordshire who were registered and receiving a service in the form of a carer's assessment or direct payment from a pooled budget. According to the Census 2011 survey, 61,100 residents were providing unpaid care. No specific issues relating to carers have been identified as likely to arise as a result of these proposals.

Care leavers: Care leavers face many challenges as they move into adulthood, such as those relating to careers, education, accommodation and personal change. As of 31 March 2020, there were 291 care leavers in Oxfordshire. This impact assessment has identified no specific impact of our budget and business planning proposals on Care Leavers.

Areas of Social Deprivation: Although Oxfordshire is generally considered to be relatively affluent, there are pockets of deprivation. According to the Indices of Multiple Deprivation (IMD 2019) Oxfordshire had 1 out of 407 Lower Super Output Areas (LSOAs) ranked within the 10% most deprived areas nationally, part of the Northfield Brook ward in south east Oxford. A further 16 areas were ranked in the 20% most deprived areas nationally, 9 in Oxford City, 6 in Banbury and 1 in Abingdon.

The proposal to review home to school transport could impact those in areas of social deprivation, should the review lead to the adjustment of the price of the spare seat scheme. As this proposal is explored, a full EIA will be developed alongside policy development to ensure that any negative impacts arising from the recommendations have appropriate mitigations in place. The proposal to move the Fire Cadets to a charitable status should enable a more inclusive initiative which will enable more children and young people to join. As this proposal is developed, a dedicated EIA will be completed

The overall budget proposals have been developed with the objective of effectively targeting services so that we continue to meet the needs of the most vulnerable, including those living with deprivation, and fulfil our statutory duties. All proposals that will have an impact, positive or negative, on any protected characteristic or on rural communities, armed forces, carers or areas of social deprivation, will have an individual EIA completed alongside policy development, to ensure full compliance to our commitment to Equality, Diversity and Inclusion.

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Divisions Affected - All

PERFORMANCE AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

10 DECEMBER 2021

DEMOCRATIC PROCESSES – APPOINTMENT OF A WORKING GROUP

Report by Director of Law and Governance

RECOMMENDATION

1. **The Committee is RECOMMENDED to**
 - (a) Agree a scope for the review of Democratic Processes
 - (b) Establish a working group to review Democratic Processes in line with the agreed scope of the review
 - (c) Agree the membership of the Working Group

Executive Summary

2. The purpose of this report is to seek agreement from the Overview and Scrutiny Committee to establish a Working Group to undertake a deep dive review of Democratic Processes in line with an agreed scope to be agreed by this Committee.

Democratic Processes – Review Scope

3. The Committee agreed at its October 2021 meeting to include a review into Democratic Processes in its work programme.
4. It is proposed that the scope of the working group focuses on reviewing key elements of support for democratic processes at Oxfordshire County Council in regard to how the Council:
 - (a) plans to best support elected members so that they can more effectively fulfil their roles
 - (b) plans to ensure those elected to represent the people of Oxfordshire are engaged in effective decision-making
 - (c) plans to make Overview and Scrutiny at the Council an example of best practice

- (d) plans to support Overview and Scrutiny at the Council in better representing the voice and concerns of the public
5. In order to help inform this review it is proposed that the Working Group undertake consultation with Elected Members on the following:
 - (a) Feedback on Member Induction Programme
 - (b) Member understanding of services provided by the Council
 - (c) Views on Council approach to engaging Division Councillors and sharing information on decisions that impact divisions
 - (d) Asks how better the Council can support Elected Members in their divisional role and committee(s) role
 6. It is proposed that the Working Group review includes the following:
 - (a) Seeking the Cabinet view on how to support elected members so that Members can more effectively fulfil their roles
 - (b) Undertakes an overview of Democratic Services support for members and discusses key issues, suggesting service standards that would be helpful to Members
 - (c) Undertakes an overview of the project to develop the Overview & Scrutiny function and how the Council intends to deliver the improvement plan
 7. In particular, it is proposed that the review also seeks to cover the following key areas:
 - (a) Navigation - Is the Council easy to navigate for Councillors? How can Councillors be supported to better represent the public and understand how the council operates?
 - (b) Group Resourcing - Are political groups adequately supported? With the influx of new councillors would political assistants help support access to information and preparation of councillors? How might the Council better prepare and inform councillors to develop a greater understanding of their roles so as to be able to serve Oxfordshire better?
 - (c) Councillor Engagement - Are Councillors informed of all key decisions affecting their areas? How do we make better use of Elected Members who are often deeply engaged in the communities they represent and are well-placed to offer instructive comments and critique?
 - (d) Overview & Scrutiny – How can the Council better engage the public in the scrutiny process moving forward?

Establishing a working group

8. The Council's Overview and Scrutiny Procedure Rules (Part 6.2 of the Constitution) envisage that a scrutiny committee may wish to establish a review panel (i.e. a working group), from time to time. The rules advise that "Appointments to such Review Panels will be made by the relevant scrutiny committee, ensuring political balance as far as possible. Such panels will exist for a fixed period, on the expiry of which they shall cease to exist."
9. From this it is clear that strict political balance is not a requirement, either constitutionally or legally. It is therefore suggested to the Committee that a

review panel (i.e. working group) is appointed to undertake the review described above.

10. The size of the group is not prescribed, and it is for the Committee to determine but would normally be a smaller number of councillors than the main committee.
11. The Committee is invited to agree the size of the Group and to make appointments to it.

Financial Implications

12. This report does not itself raise any financial implications. The setting up of a working group, and its operation, does not involve any direct costs. Clearly the outcomes of any recommendations ultimately by such a Group may do so but these would be referenced in a further report to the Committee at that time.

Legal Implications

13. The Head of Legal Services confirms that this report does not itself raise any legal implications. The establishment of a working group is also allowed for within the Council's Constitution under the Overview and Scrutiny Procedure Rules (Part 6.2, paragraph 5).

Anita Bradley
Director of Law and Governance

Annex: Nil

Background papers: Report to Council 13 July 2021 – Review of Scrutiny Arrangements

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December 2021

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