



Performance Scrutiny Committee Friday, 18 December 2020

ADDENDA

5. Budget Proposals 2021/22 - 2025/26 (Pages 1 - 34)

Report from the Director for Finance and Corporate Director Customers and Organisational Development

This report is one in the series on the Budget and Business Planning process for 2021/22-2025/26. The report provides an overview of the latest financial planning assumptions for 2021/22, including the key points arising from the Spending Review announced on 25 November 2020. The paper sets out the approach to Budget Consultation, which seeks views from the public on proposed savings, pressures and investments. The report provides an update on the work to progress the annual refresh of the corporate plan, which sets out the Council's strategic priorities.

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Divisions Affected – N/A

Performance Scrutiny Committee

18 December 2020

Budget Proposals 2021/22 to 2025/26

Corporate Plan Refresh

Report by Director of Finance and

Corporate Director Customers and Organisational Development

RECOMMENDATION

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

- The revenue savings, pressures and investment proposals for 2021/22 to 2025/26 (as set out in Annex 1)
- The proposed themes for inclusion within the refreshed corporate plan (as set out in Annex 2).

Executive Summary

1. This report sets out the savings proposals, budget pressures and investments for the period 2021/22 to 2025/26 which are included in the 2021/22 Budget Consultation. It provides the opportunity for the Performance Scrutiny Committee to comment on the savings proposals and budget pressures and investments alongside the financial context and the corporate priorities in which these proposals are made.
2. The following annexes are attached to this report:
 - Annex 1 – Budget Pressures and Savings Proposals
 - Annex 2 – Updating the Corporate Plan for 2021/22

Introduction

3. Performance Scrutiny Committee is invited to comment on the budget proposals included in this report. The Committee's comments will be included in the Budget and Business Planning report to Cabinet on 19 January 2021, along with the

outcome of the public consultation. These will be taken into consideration by Cabinet in setting out their proposed revenue budget for 2021/22 and Medium Term Financial Strategy to 2025/26. In determining which of the budget proposals will be included in the proposed budget for 2021/22 Cabinet will also consider the outcome of the Provisional Local Government Finance Settlement and other resources available through Council Tax and Business Rates.

4. The public consultation on the 2021/22 budget proposals was launched on 16 December 2020 and will run for four weeks to 13 January 2021. The full consultation is available on the Council's website: [Consultation | Oxfordshire County Council](#). This report sets out the financial context in which these proposals are made, including the latest planning assumptions for government funding and estimated income from Council Tax and Business Rates.
5. The effects of Covid-19 and the associated financial impacts and uncertainty this has caused have made planning for the 2021/22 budget and updated Medium Term Financial Strategy very challenging. At the time of publishing this report, details of Government funding at individual local authority level for 2021/22 have not been announced and there are no indications of the levels of funding that the Government will provide local authorities beyond 2021/22.
6. The Spending Review, published on 25 November 2020, set out sector wide funding levels for 2021/22 but does not provide the necessary detail for individual local authority allocations. It is anticipated that the Government will announce individual local authority allocations for 2021/22 in the week commencing 14 December as part of the Provisional Local Government Finance Settlement. The final settlement is expected to be received in early February.

Medium Term Financial Strategy 2021/22 to 2025/26

7. The following paragraphs set out the latest planning assumptions compared to the current MTFS.

Funding Assumptions

8. The Spending Review for 2021/22 was announced on 25 November 2020. This set out that:
 - there will be a freeze of public sector pay cost of living awards for those earning £24,000 and above; those earning below £24,000 will receive at least a £250 cost of living increase.
 - There will not be a reset of the business rates system in 2021/22
 - The New Homes Bonus scheme will be continued for a further year in 2021/22, but there will be no legacy payments.
 - Revenue Support Grant will increase in line with inflation
 - An additional £3bn Social Care grant in addition to the continuation of the existing Social Care Grant, Winter Pressures Grant and iBCF.

- County Councils and Unitary authorities can raise an Adult Social Care Precept of up to 3% over 2021/22 and 2022/23. This is in addition to the council tax increase of 1.99% permitted without holding a referendum.
 - There will be a further £3bn of funding to help address Covid-19 pressures in 2021/22 including:
 - £1.55bn for general additional pressures resulting from Covid-19
 - Extending the current 75% Covid-19 sales fees and charges reimbursement scheme for a further 3 months in 2021.
 - £0.8bn to compensate local authorities for 75% losses against irrecoverable business rates and council tax income
 - £0.7bn for local authorities to support residents claiming Council Tax Support.
9. Whilst the Spending Review confirms a 'roll forward' of funding from 2020/21 plus some temporary support for the financial impact of COVID-19, The Local Government Finance Settlement for 2021/22, which sets out the specific funding for Councils is not expected to be concluded until early February 2021 following the commencement of the consultation expected to be published in the week commencing 14 December. Any allocation that the Council receives from the COVID-19 funding will only be available for 2021/22 and will not be available to support the longer sustainability of the Council over the medium term.

Government Grants

10. The current MTFs assumed that the implementation of the Fairer Funding Review would result in a number of grants falling out in 2021/22 which, combined with business rate reset, would create a funding gap of £24.4m. The impact of the roll forward for 2021/22 confirmed by the Spending Review means that the starting point for the planning assumptions for 2021/22 is a broadly balanced budget with a small excess of £1.2m.
11. In addition, the Council's allocation of the new Social Care Grant, assuming a large proportion is used for equalisation, is estimated to be £1.3m and can be used to support both Children's and Adults social care.
12. It is now assumed that the Fairer Funding Review and Business Rate Reset will be implemented from 2022/23 creating a shortfall of funding of £12.2m in that year.

Business Rates

13. The current MTFs assumed that the Business Rates reset would take place in April 2021 and that locally retained business rate growth of £4.7m would fall out. The Government has now confirmed that the Business Rates reset will not take place in April 2021 and the assumption is that this will now take place in April 2022. This moves the budget pressure from 2021/22 to 2022/23. Due to the

economic impacts of COVID-19, there is an expectation that the amount of business rates related income will reduce by £2.0m compared to 2020/21. Final notification of Business Rates for 2021/22 will not be received from the City and District Councils until 31 January.

Council Tax

14. The current MTFs assumes Council tax increases of 1.99% for every year. The Spending Review confirmed that the referendum limit will remain at 2% for 2021/22.
15. The Spending Review included the option for the Council to raise Council Tax by up to an additional 3% to fund Adult Social Care which can be spread across 2021/22 and 2022/23. The Budget Consultation seeks views from residents on the level of Council Tax increase. Each 1% increase in Council Tax generates additional funding of £4.0m for Council services and increases Band D Council tax by £15.27.
16. Due to the economic impact of Covid-19, there has been an increase in the levels of those eligible for the Council Tax Reduction Scheme across Oxfordshire during 2020/21. Furthermore, the level of housebuilding has been lower than assumed due to restrictions in the early part of the first lockdown. These both have the impact of reducing the Council Tax Base and the levels of Council Tax that will be received by the Council compared to the assumptions in the existing MTFs. It is currently assumed that Council Tax related income will reduce by £4.0m compared to forecasts made in February 2020.

Collection Funds

17. The Business Rates and Council Tax collection funds are expected to record significant deficits in 2020/21. Deficits ordinarily need to be repaid in the following year, but the Government has introduced legislation requiring deficits to be spread over the following three years.
18. As part of the additional support for the financial impact of COVID-19, compensate local authorities for 75% losses against irrecoverable business rates and council tax income in 2021/22.
19. The existing MTFs assumes surpluses on the Council Tax Collection Fund of £5.0m per year. It is currently estimated that this will not be achieved and there will be a loss of £1.0m that the Council has to bear in 2021/22. The £6.0m Collection Fund Reserve created as part of the revised budget in 2020/21 is expected to be sufficient to manage this pressure although information on Collection Fund balances will not be received from the City and District Councils until mid-January 2021.
20. A deficit on the Business Rate Collection Fund is also expected. The Council has a Business Rate reserve of £1.0m which can be used to help manage any pressure the Council has to bear from a deficit on the Business Rate Collection Fund.

Pay Inflation

21. The existing MTFS assumed a pay award of 2.5% for 2021/22. The Spending Review confirmed a pause in pay rises for all local government employees except those earning under £24,000 per year who are guaranteed an increase of at least £250. This releases funding of approximately £4.0m.

Budget Pressures and Investments

22. The Council has also identified budget pressures of £5.5m within services that will need to be funded in 2021/22 and opportunities to invest in Council priorities of £4.0m. The detailed pressures are set out in Annex 1 and a summary is provided in Table 1 below.
23. The total proposed for reinvestment in services is £9.5m in 2021/22.

Table 1:

	2021/22 £m	2022/23 £m	2 year total £m
Pressures			
Children's Services	1.4	0.0	1.4
Adult Services	2.0	1.8	3.8
CDAI	0.6	-0.6	0.0
COD&R	1.5	-0.9	0.6
Total Pressures	5.5	0.3	5.8
Investments			
Children's Services	1.8	-0.5	1.3
Adult Services	1.3	0.0	1.3
Public Health	0.2	0.0	0.2
Environment & Place	0.4	0.0	0.4
COD&R	0.3	0.0	0.3
Total Investments	4.0	-0.5	3.5
Total Pressures and Investments	9.5	-0.2	9.3

Updated Medium Term Financial Strategy

24. As set out in Table 2 below, the net result of the expected funding changes and forecast pressures set out above is a potential gap of £23.6m.

Table 2:

	2021/22	2022/23	2 year total
	£m	£m	£m
MTFS Gap February 2020	24.4	0.0	24.4
Impact of Funding Roll Forward:			
Negative Revenue Support Grant not implemented	-6.5	6.5	0.0
Business Rate not reset	-4.7	4.7	0.0
New Homes Bonus	-1.0	1.0	0.0
Social Care Support Grant	-12.0	0.0	-12.0
Fire Pension Grant	-1.4	0.0	-1.4
	-25.6	12.2	-13.4
Impact of Spending Review:			
Social Care Grant	-1.3	0.0	-1.3
Pay inflation	-4.0	0.0	-4.0
	-5.3	0.0	-5.3
Service Redesign Savings already in MTFS:			
Savings in MTFS 2021/22	10.5	0.0	10.5
Savings not delivered in 2020/21	4.1	0.0	4.1
	14.6	0.0	14.6
COVID-19 Impact:			
Business Rates	2.0	0.0	2.0
Council Tax	4.0	0.0	4.0
	6.0	0.0	6.0
New Pressures and Investments:	9.5	-0.2	9.3
MTFS Potential Gap before Savings Proposals	23.6	12.0	35.6

25. In order to set a balanced budget for 2021/22 savings are required to be made. Savings proposals of £19.6m and a further £2.6m have been included in the consultation for 2021/22 and 2022/23 respectively. If all proposals are taken forward this leaves a potential funding gap of £4.0m in 2021/22 and a further £9.4m gap in 2022/23.

Savings Proposals

26. Table 3 below provides a summary of savings by directorate. The detailed savings proposals are set out in Annex 1.

Table 3:

	2021/22	2022/23	2 year total
Directorate	£m	£m	£m
Children's Services	-3.5	-0.2	-3.7
Adult Services	-5.5	-0.1	-5.6
Public Health	-0.3	0.0	-0.3
Environment & Place	-3.7	-0.9	-4.6
CDAI	-2.2	-1.6	-3.8
COD&R	-1.1	0.2	-0.9
Strategic and Corporate Measures	-3.3	0.0	-3.3
Total	-19.6	-2.6	-22.2

2021/22 Budget and Medium Term Financial Strategy

27. The proposals outlined above result in a shortfall of £4.0m in 2021/22. This will need to be addressed as part of the proposed budget which will be presented to Cabinet on 19 January 2021.
28. A number of strands of information remains outstanding which will have an impact on the proposed budget for 2021/22 including
- The Final Local Government Finance Settlement
 - Confirmation of Council Tax base and the collection fund position
 - Confirmation of Business Rates income including the collection fund position
 - Decision on the Adult Social Care precept
 - Outcome of the Public Consultation
29. The MTFs for 2021/22 to 2025/26 will be set out in full in the Business and Budget Planning Report to Cabinet on 19 January 2021.

Corporate Plan

30. The budget proposals being consulted upon are closely linked to Council's priorities.
31. The 2021/2022 Corporate Plan will reflect on this year's challenges and look to refresh the supporting outcomes of the six overarching priorities listed below. Officers will be working closely with directorates to review and refine their specific performance indicators and measures to ensure that they are SMART, support the agreed priorities and are aligned to their budgets and risks.
- We listen to residents so we can continuously improve our services and provide value for money
 - We help people live safe and healthy lives and play an active part in their community

- We provide services that enhance the quality of life and protect the local environment
 - We strive to give every child a good start in life and protect everyone from neglect
 - We enable older and disabled people to live independently and care those in greatest need
 - We support a thriving local economy by improving transport links to create jobs and homes for the future
32. In addition to the overarching priorities, the corporate plan 2021/2022 will incorporate four themes, which reflect local priorities and the national context. These are: our commitment to climate action, an enhanced focus on addressing inequality, developing our youth offer, and our COVID-19 recovery strategy. The performance indicators and measures within the performance management framework will not only support the overarching priorities but they will also support and connect to these additional key themes. Annex 2 sets these out in more detail.
33. The Business and Budget Planning Report to Cabinet on 13 October 2020 set out the approach to updating the Corporate Plan, Outcomes Framework and Leadership Register. The outcome of this work will be reported to Cabinet on 19 January 2021 alongside the budget and MTFS.

Business and Budget Planning Timetable

34. Cabinet will propose their budget on 19 January 2021 taking into account comments from Performance Scrutiny Committee and feedback from the public consultation. This will include:
- Review of charges
 - 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 and MTFS

Financial Implications

35. There are no immediate financial implications associated with this report. It is a consultation on budget proposals for 2021/22 and beyond for which no decisions have yet been taken.

Comments checked by:

Lorna Baxter, Director of Finance, lorna.baxter@oxfordshire.gov.uk

Legal Implications

36. There are no legal implications arising directly from this report. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which, when taken together with the future reports up to January 2021, will lead to the council tax requirement being agreed in February 2021, together with a budget for 2021/22, five-year medium term financial strategy and ten year capital programme.

Comments checked by:

Sukdave Ghuman, Head of Legal Services,
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Equality Implications

37. 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.'
38. 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. Where a potential material service impact has been identified, an initial Equality Impact Assessment has been completed and these are published as Annex 2 of this report. Following the public consultation, impact assessments will be reviewed and updated as necessary to take into account consultation responses. An overarching summary impact assessment, taking into account the overall impact of the budget proposals, will be included within the Business & Budget Planning Report to Cabinet on 19 January 2021 to inform the decision-making process.

Environmental Implications

39. To support the delivery of the Council's Climate Action Framework, work is being undertaken to assess the potential impact of budget proposals on the council's ability to meet climate commitments. An overall assessment will be included within the January report to Cabinet.

Lorna Baxter, Director of Finance

Claire Taylor, Corporate Director of Customers and Organisational Development

Summary

New Investments

	2021/22	2022/23	Total
	£000	£000	£000
Adult Services	1,350	0	1,350
Children's Services	1,830	-500	1,330
Public Health	230	0	230
Environment & Place	400	0	400
CODR	250	0	250
CDAI			0
Total	4,060	-500	3,560

New Pressures

	2021/22	2022/23	Total
	£000	£000	£000
Adult Services	1,950	1,753	3,703
Children's Services	1,352	0	1,352
Public Health	0	0	0
Environment & Place	0	0	0
CODR	1,540	-945	595
CDAI	648	-648	0
Total	5,490	160	5,650

New Savings

	2021/22	2022/23	Total
	£000	£000	£000
Adult Services	-5,514	-65	-5,579
Children's Services	-3,535	-161	-3,696
Public Health	-332	0	-332
Environment & Place	-3,657	-892	-4,549
CODR	-1,108	155	-953
CDAI	-2,205	-1,623	-3,828
Corporate Measures	-3,261	0	-3,261
Total	-19,612	-2,586	-22,198

Adult Services - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		New Investments			
22AS9	190,134	Risk Fund to meet anticipated ongoing short term pressures.	1,350		1,350
		Adult Services Total New Investments	1,350	0	1,350
		New Pressures			
22AS1	79,720	On-going funding for winter activity. Links to continuation of improved Better Care Fund Grant in 2021/22.	1,200		1,200
22AS2	11,432	Increase funding for mental health to reflect agreed activity levels		1,503	1,503
22AS3	79,720	Better Care Fund Pool – additional activity and expenditure for under 65 year olds with physical disabilities	750		750
22AS4	1,121	Continue contribution to the Oxfordshire Homelessness Partnership beyond 2021/22 (make 20AD8 permanent)		250	250
		Adult Services Total Pressures	1,950	1,753	3,703

Adult Services - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		New Savings			
	79,720	Better Care Fund Pooled Budget			
22AS10		1% reduction in demand pressures flowing from Forum & reduction in vacancies etc	-1,000		-1,000
22AS11		On-going effect of reduction in number of short stay residential beds	-600		-600
22AS12		Review the council's main block contract for care home beds to reduce the number of residential beds and the need for additional spot purchased beds.	-600		-600
22AS13		Individual Reviews: reviews of older people receiving support at home to ensure they have the right level of support.	-600		-600
22AS14		Review options and consider alternative ways of tracking home support visits		-125	-125
		Subtotal Better Care Fund Pooled Budget	-2,800	-125	-2,925
	95,356	Adults with Care & Support Needs Pooled Budget			
22AS15		1% reduction in demand pressures flowing from Forum & reduction in service voids etc	-1,000		-1,000
22AS16		Previously agreed pressure - 21AD9 Health & Safety for night time fire risk one. Remove on-going funding as actions needed were one – off in 2020/21.	-300		-300
22AS17		Review of Community Support Service - hold staffing vacancies & transport savings	-100		-100
22AS18		Additional service user income as a result of Mental Health Section 117 eligibility reviews	-50		-50
		Subtotal Adults with Care & Support Needs Pooled Budget	-1,450	0	-1,450

Adult Services - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		Other Adult Social Care			
22AS19	648	Release uncommitted Care Act and Independent Living Fund Budget	-259		-259
22AS20	100*	Transitions Project to help people move from Children's to Adult Social Care is proceeding within current resources (Previously agreed investment 21AD20)	-100		-100
22AS21	13,452	On-going Staffing Vacancies	-100		-100
22AS22	n/a	Release one – off project funding (in reserves) not now required	-60	60	0
22AS23	233	Review and refocus Co-Production Activity	-75		-75
22AS24	6,000	Provision Cycle – full year effect of savings arising from the new Health, Education & Social Care Team.	-316		-316
22AS25	1,250	Business Administration savings	-83		-83
22AS26	1,136	Finance Functions: net efficiency saving expected to be achieved by the council following the implementation of a new team and updated processes to support Social Care payments and the assessment and collection of service user income	-271		-271
		Subtotal Other Adult Social Care	-1,264	60	-1,204
		Total Adult Services New Savings	-5,514	-65	-5,579

*Proposal removes whole budget

Children's Services - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		New Investments			
		Education			
22CS5	4,045	Increase operational management oversight in SEND	60		60
	25,693	Social Care			
22CS40		Increase Early Intervention	200		200
22CS7		Youth Offer - Core Funding	1,000		1,000
22CS8		Youth Offer - Accelerator Funding	500	-500	0
		Countywide Children's Social Care			
22CS15	362	Clinical and practice improvement support	70		70
		Total Children's Services New Investments	1,830	-500	1,330
		New Pressures			
		Education			
22CS1	4,045	Contract and Commissioning SEND	50		50
22CS2	21	Children in Care Council	30		30
22CS4	600	Remove High Needs Dedicated Schools Grant contribution to Home to School Transport Budget	600		600

Children's Services - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		Countywide Children's Social Care			
22CS9	53,421	Corporate Parenting Placements - Demand	147		147
22CS10	53,421	Corporate Parenting Placements - Inflation	505		505
22CS14	0	Policy, Procedures and Staff Guidance	20		20
		Total Children's Services New Pressures	1,352	0	1,352
		New Savings			
		Education			
22CS16	22,330	Align School transport predicted budget growth with what is actually need for pupil demography. (Part of reviously agreed pressure 19PC1/20CH3)	-700		-700
22CS17	15	Schools Health & Safety - full cost recovery	-15		-15
22CS18	387	Transfer costs when schools convert – reduction in demand	-140		-140
22CS19	210	Reduction in management by combining Early Years Teams across Education.	-140		-140
22CS20	315	Efficiencies within delivery of Virtual School	-31		-31
22CS21	529	Education Service Efficiencies	-18		-18
22CS22	50*	Safeguarding in Education - Off set costs from Dedicated Schools Grant	-50		-50
		Subtotal Education	-1,094	0	-1,094

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*Removal of whole budget

Children's Services - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		Social Care			
22CS23	21,344	Social care predicted staffing growth , reduce the investment from £292k to £180k , plus investment in Family Safeguarding	-112		-112
22CS24	291	Family Group Conferences - modernise service delivery	-10		-10
22CS25	171*	Change in grant conditions for Unaccompanied Children leaving care.	-171		-171
		Subtotal Social Care	-293	0	-293
		Countywide Social Care			
22CS25	47,156	Managing growth within spot purchased supported housing for young people through new housing pathway	-100		-100
22CS26	47,156	Step down from residential to tier 4 Independent Fostering Agency		-463	-463
22CS27	1,899	Adopt Thames Valley – One-off reduction in planned contribution.	-150	150	0
22CS28	47,156	3rd Party Savings Better supply and commissioning of placements , building on savings already achieved this year	-1,027		-1027
22CS29	4,550	The increase in children with disabilities due to population growth has been less than predicted, only need £100k not £200k investment (Part of previously agreed pressure 19PC1/20CH6)	-100		-100
22CS30	1,304	Amalgamation of management structures in Children with Disabilities Service	-196		-196
22CS31	310	Moving into Adulthood: Refreshed approach to transitions (links to transformation in Adult Social Care) (Part of previously agreed investment 21CS12)	-100		-100
22CS32	937	Youth Justice Service redesign of senior management structure and Substance Misuse services.	-59	59	0
22CS33	204	Oxfordshire Safeguarding Children Board (OSCB) training efficiencies	-3		-3

Children's Services - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
22CS34	69	Reduction in Inspection preparation costs	-10		-10
22CS35	83*	Funding posts for troubled families using the grant from government	-83	83	0
22CS36	164	Recruitment - reduction in overseas recruitment.	-70		-70
22CS37	150*	National Social Worker Accreditation	-150		-150
22CS38	205	Training	-10	10	0
		Subtotal Countywide Social Care	-2,058	-161	-2,219
		Cross Directorate			
22CS39	4,581	Efficiencies within Business Administration Services (part of planned transformation savings)	-90		-90
		Subtotal Cross Directorate	-90	0	-90
		Total Children's Services New Savings	-3,535	-161	-3,696

Public Health - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
	31240*				
		New Investments - From General Fund			
22PH03		Public Health Inequalities Fund	150		150
22PH04		Increase in scale of support for anticipated long term rise in Domestic Abuse need	80		80
		Total Public Health New Investments - From General Fund	230	0	230
		New Pressures & Savings - Within Public Health Grant			
22PH02		Contract Inflation - NHS Pay award	265		265
22PH10		Review Drugs and Alcohol service provision	50	-50	-50
22PH05		School Vision Screening – efficiencies in service cost	-30		-30
22PH06		Weight Management Services – procurement efficiencies	-56		-40
22PH07		Release of Public Health grant to contribute to Provision Cycle Hub and Health, Education & Social Care spoke for delivery of public health procurement and contract management activity.	-332		-332
22PH08		Increased online testing – Sexual Health	-150		-150
22PH09		Review of accident prevention for children and young people	-45		-45
22PH11		Contributions to (+) from (-) reserve to balance	-34	50	
		Total Net Public Health New Savings	-332	0	-382

Environment & Place - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		New Investments			
	57,949	Community Operations			
22EP01		Additional vegetation and drain clearance	200		200
22EP02		Funding to support roll out of Parish implemented 20mph schemes	200		200
		Total Environment & Place New Investments	400	0	400
		New Savings			
		Community Operations			
22EP03	23,700	Implementation of Transformation Programme (Business and Administrative Support, Strategic Capability, Provision Cycle etc.)	-1,200		-1,200
22EP04	-700	Street works permit system Realigning resources, priorities and permit discounts to better support managing the network and minimise user disruption.	-225	-305	-530
22EP05	-1,879	Charges to Developers Appropriate charges for services undertaken for developers that attract a relevant external fee.	-300	-246	-546
22EP06	550	Waste treatment and recycling facilities Improved recycling facilities at Drayton Highways Depot for tar bound materials and gully waste reducing disposal costs	-70	-120	-190
22EP07	2,321	Highway Routine and Reactive Maintenance - Improvements to the management of defects to improve efficiency, enhance quality of repair, and reduce costs.	-100	-100	-200

Environment & Place - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
22EP08	1,600	Winter Service - Review of the provision, coverage and use of new technologies of the winter service to reduce costs, improve efficiency and reduce environmental impacts	-100		-100
22EP09	-25	Parking bay suspension - New charge for parking bay suspension to support the administration of them in addition to the loss of income already charged.	-13	-2	-15
22EP10	Cross Authority	Fleet management – Reduced costs and effort by consolidating contracts and managing collectively across directorate	0	-100	-100
22EP11	23,789	Home to School contract management - Use of technology and improved processes to reduce costs and effort required, providing greater accuracy of expenditure and implementing automated processes	50	-350	-300
22EP12	-77	Highways Records search - Increase fees charged for the Highway Record services to fully recover costs and bring into line with charges made by others	-58		-58
22EP13	2177	COMET fares - Increase the cost of fares to better recover the cost of operating the service but still ensuring charges are affordable.	-10	-5	-15
22EP14	532	DBS Training - Introduce a charge for DBS training undertaken including a fine for non-attendance.	-145		-145
22EP15	621	Household Waste Recycling Centres - Reduce recycling centre maintenance budget	-30		-30
22EP16	24,992	Waste Budget - Planned increase to waste budget to accommodate population growth deferred for 12 months	-430	430	0
22EP17	n/a	Bus Service Operators Grant reserve One - off draw down	-250	250	0
		Subtotal Community Operations	-2,881	-548	-3,429

Environment & Place - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		Place & Growth			
22EP18	-1,879	Charges to Developers - Appropriate charges for services undertaken for developers that attract a relevant external fee (road agreements)	-660	-344	-1,556
22EP19	207	Highway Pre-app Charges - Increase the charges for providing preapplication advice in line with charges made by other authorities	-22		-22
22EP20	-390	Development Management - Increase certain non-statutory fees in line with adjacent authorities and charge third party for Development Management service	-34		-34
22EP21	-1	Archaeology service – increase income through commercialisation and Service Level Agreements where appropriate	-30		-30
22EP22	-108	Increase s106 Administration Fee rates by 20%, to better reflect the current costs of administering s106 funds	-30		-30
		Subtotal Planning & Growth	-776	-344	-1,672
		Total Environment & Place New Savings	-3,657	-892	-5,101

Customers, Organisational Development & Resources - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		New Investments			
22CODR3	9,787	Digital Exclusion - support for County wider initiative to recycle and reissue laptops – focusing on accessibility and inclusion.	100		100
22CODR5	2,393	Corporate support for apprenticeships	150		150
		Total Customers, Organisational Development & Resources New Investments	250	0	250
		New Pressures			
22CODR1	945	The Councillor Priority fund allows elected members to support community projects and priorities in their local areas. Councillors will be able to use this funding over two years, 2021/22 and 2022/23, and is equivalent to £7.5k per Councillor per year.	945	-945	0
22CODR2	2,393	HR resourcing pressures	565		565
22CODR4	1,074	Coroner's Service - reduction in Ministry of Justice Funding	30		30
		Total Customers, Organisational Development & Resources New Pressures	1,540	-945	595
		New Savings			
		Communication, Strategy and Insight			
22CODR6	3,191	Vacancy management (for 21/22 only) three vacancies across Strategy team	-116	116	0
22CODR7	45	Reduce the Consultation & Engagement operational budget by 22%.	-10		-10
22CODR8	3,191	Vacancy Management (for 21/22 only) one vacancy in the Business & Customer Insight team.	-39	39	0
		Sub-total Communication, Strategy & Insight	-165	155	-10

Customers, Organisational Development & Resources - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		Cultural Services			
22CODR9	1,000	Book Fund - The proposal is to reduce the Library book fund budget from £1m to £878k a reduction of 12%.	-122		-122
22CODR10	5,006	Library vacancy control – pending the development of the Library and Heritage Strategy and subsequent re-design.	-77		-77
22CODR11	17	Provision of Library security by FM	-20		-20
22CODR12	1,611	Deletion of a current vacant post in the Registration service.	-39		-39
		Sub-total Cultural Services	-258	0	-258
		Customer Services			
22CODR13	70	Reduction in the repatriation budget.	-23		-23
		Sub-total Customer Services	-23	0	-23
		ICT			
22CODR14	11,531	Review of the ICT Strategy (& business case)	-500		-500
		Sub-total ICT	-500	0	-500
		Joint Working			
22CODR15	-287	ICT Provision of a joint service with CDC will increase income by £50k	-50		-50
		Subtotal – Joint Working Proposals	-50	0	-50

Customers, Organisational Development & Resources - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		Finance			
22CODR16	2,388	On-going from 20/21 half annual salary of Audit Manager charged to Insurance Fund re Counter-fraud activity	-27		-27
22CODR17	3,587	IBC – Small reduction in IBC costs notified for 21/22. Current budget also has small balance for funding in year developments requested by OCC only.	-75		-75
22CODR18	19	Reduce Subscriptions budget	-10		-10
		Sub-total Finance	-112	0	-112
		Total Customers, Organisational Development & Resources Savings	-1108	155	-953

Commercial Development, Assets and Investments - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		New Pressures			
	18,848	Property			
22CDAI13		Delays to implementation of changes to joint use agreements with leisure centres/other local authorities/school academies (staffing capacity during COVID)	648	-648	0
		Total Commercial Development, Assets & Investments New Pressures	648	-648	0

Commercial Development, Assets and Investments - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		New Savings			
	18,848	Property			
		Transformational, efficiency and service specific saving initiatives will achieve total savings of £3.393m out of current budget of £18.848m over the next two financial years.			
		In 2021/22 will deliver £1.954m of that target:			
22CDAI1		- Transformational efficiencies - £1.350m	-1,350	-1578	-2,928
		- Service specific savings – £0.604m			
22CDAI2		• Property Strategy – exiting leases	-464		-464
22CDAI3		• Carbon Zero – reduced consultancy spend	-140	140	0
		In 2022/23 will deliver the rest of £1.439m of that target:			
		- Combination of further transformational efficiencies, property strategy realised savings and income through commercial traded services such as:			
		• Total Facilities Management services for schools & other potential clients			
		e.g. -			
		o H&S and compliance advice and support			
		o Catering (school meals and hospitality)			
		o Cleaning			
		o Planned Maintenance & Reactive support			
		o Minor project works / project management			
		• HR advice and support for schools			
		Subtotal Property	-1,954	-1,438	-3,392

Commercial Development, Assets and Investments - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		Law & Governance			
22CDAI4	-130	Charging a more commercial rate for legal service provided to Capital projects	-50		-50
		Sub-total Law & Governance	-50	0	-50
		Community Safety			
22CDAI5	15,526	Review of Mid-Level and Supervisory Leadership Level	-100	-100	-200
22CDAI6	15,526	Review of Wholetime Firefighter activity (prevention and protection)	0	-45	-45
22CDAI7	15,526	Review of Business Support teams and Commercial Training Service	-25	-25	-50
22CDAI8	1,383	Increase in Trading Standards Income from Chargeable Services	-20		-20
22CDAI9	1,383	Reduction in hours for Principal Trading Standards Officer	-24		-24
22CDAI10	1,383	Reduction in capacity dedicated to road traffic enforcement	-27		-27
22CDAI11	1,383	Reduction in Trading Standards sampling and testing budgets	-5		-5
22CDAI12	1,383	Miscellaneous efficiency savings in Trading Standards	0	-15	-15
		Subtotal Community Safety	-201	-185	-386
		Total Commercial Development, Assets & Investments New Savings	-2,205	-1,623	-3,828

Corporate Measures - New Pressures and Savings

Ref	2020/21 Budget £000	Description	2021/22 £000	2022/23 £000	Total £000
		New Savings			
22CM1	2,942	Insurance Premium – Reduce insurance premium charged to general fund by the insurance fund based on risk assessment of recovery of stop loss and reduced external premiums following procurement	-1,662		-1,662
22CM2	24,077	Capital Financing - Reprofile of borrowing costs over the MTFS	-629		-629
22CM3	1,373	Reductions to staff travel budgets	-751		-751
22CM4	492	Reductions to printing budgets	-100		-100
22CM5	1,394	Joint Working – Council Leadership Team	-119		-119
					0
		Total Corporate Measures New Savings	-3,261	0	-3,261

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Annex 2: Updating the Corporate Plan for 2021/22

Executive summary

1. This paper provides a progress report on updating the council's corporate plan for 2021/22 and sets out proposed key themes and issues to be included within the annual refresh of the plan.

Background

2. Oxfordshire County Council's Corporate Plan sets out the council's strategic priorities and key programmes of work for the period 2020-2024. It describes the council's vision for thriving communities for everyone in Oxfordshire and outlines how that vision will be achieved, based around three 'thriving' themes: people, communities and economy.
3. The Oxfordshire 2020-24 Corporate Plan is refreshed annually in line with the budget-setting process. Following public consultation and the formal setting of the budget, an outcomes framework – comprising performance measures and key activities – is developed. This outcomes framework is supported by service plans and strategies. Progress is thereafter reported on a monthly basis.
4. In light of the ongoing coronavirus pandemic and the government's Spending Review 2020, which saw a one-year financial settlement for local authorities rather than a three-year settlement, the council has identified a number of changes and developments to be included within the corporate plan and to be reflected within the outcomes framework for 2021/22.

Core priorities

5. The six core priorities set out in the current corporate plan are listed below. These will be refined for 2021, taking into account the key themes and developments identified in paragraph 6 of this annex.
 - i. We listen to residents so we can continuously improve our services and provide value for money.
 - ii. We help people live safe and healthy lives and play an active part in their community.
 - iii. We provide services that enhance the quality of life and protect the local environment.
 - iv. We strive to give every child a good start in life and protect everyone from neglect.
 - v. We enable older and disabled people to live independently, and care for those in greatest need.
 - vi. We support a thriving local economy by improving transport links to create jobs and homes for the future.

Key themes and developments for the 2021/22 refresh of the corporate plan

6. In addition to Oxfordshire County Council's commitment to these six core priorities, it is proposed that four themes are strengthened within the corporate plan to reflect local priorities and the national context:

- a) **Climate action:** the 2020 Climate Action Framework, which was approved by Cabinet in October 2020, describes how the council will become a climate active council; operate at net-zero carbon by 2030; support maintained schools to decarbonise their estate; work with our suppliers to green our supply chain; and enable a net-zero Carbon Oxfordshire by 2050. It is proposed that the ambitions in the framework should be more clearly articulated within priority 3 of the corporate plan, and the plan should reflect the commitment to this agenda across all services.
- b) **Youth offer:** the impact of the pandemic has been particularly significant on the mental health and emotional wellbeing of young people. The council is proposing to expand its youth offer in 2021, with additional investment in the provision of sustainable long-term approaches, and a review of how the wider partnership of the voluntary, community and public services can best provide support. It is proposed that priority 4 of the corporate plan should be amended to reflect this work.
- c) **Addressing inequalities:** COVID-19 has shone a cruel spotlight on the health, social and economic inequalities that exist in the county. The corporate plan should reflect the council's enhanced focus on reducing inequalities and providing greater support to the most vulnerable in our society in the wake of the pandemic. It should also reflect the council's commitment to providing inclusive services, workplaces and communities, equitable access to services, and equality of opportunity, as set out in the Equalities, Diversity and Inclusion framework, *Including Everyone*, which was approved in October 2020.
- d) **COVID Recovery Strategy:** the Restart, Recover, Renew Strategy outlines the council's approach to post-COVID planning and recovery. It is proposed that priority 6 of the corporate plan should be amended to reflect the council's commitment to supporting local economic recovery from the pandemic as expressed in the recovery strategy. It is recognised that recovery and renewal will encompass more than the local economy; as such the social, health, community and cultural themes associated with recovery will be recognised within the various corporate plan priorities and the outcomes framework.

Service and workforce planning

- 7. The action plans contained within the Climate Action Framework and Including Everyone Framework will be captured within service plans for 2021/22, demonstrating the commitment and golden thread approach to these key programmes. The Insight, Policy and Climate Action teams are working together to develop the 2021/22 service plans and translate them into SMART measures and outputs, which will be captured as part of the outcomes framework.
- 8. In addition to departmental service plans and strategies, the council remains committed to its redesign, transformation and modernisation plans. As such, the proposed budget includes savings targets associated with modernisation and planned investments in areas such as digital transformation and IT to underpin improvement and development. The council recognises that its workforce is its greatest asset and during 2020 embarked upon an ambitious organisational development and employee engagement programme called 'Delivering the Future Together'. These programmes of work underpin the delivery of the council's priorities and objectives, supported by learning and workforce development.

Outcomes framework and performance management reporting

9. The six overarching priorities and the proposed four key themes and developments will be reflected in the outcomes framework for 2021/22, which will set out the performance indicators and measures to enable us to assess and report on our performance against these priorities.
10. The council will continue to report on the extent to which we are meeting our targets in our monthly business management and monitoring reports. Any revisions to the outcomes framework will also be communicated via those reports in the usual way. A quarterly workforce report is received by Cabinet and covers matters relating to organisational development programmes and staffing matters.
11. The business management and monitoring reports are joint reports containing the progress made against the corporate measures, leadership risk updates and finance reporting. These reports are reviewed by the council's senior management team, Performance Scrutiny Committee and Cabinet on a monthly basis.
12. In the final quarter of 2020/21, the council's strategic risks will be reviewed in line with the new budget and corporate plan and an updated leadership risk register will be published in April 2021.

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