



Notice of a Meeting

Performance Scrutiny Committee

Thursday, 14 December 2017 at 10.00 am

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

Membership

Chairman Councillor Liz Brighthouse OBE

Deputy Chairman - Councillor Jenny Hannaby

Councillors:

Nick Carter
Mike Fox-Davies
Tony Ilott

Liz Leffman
Charles Mathew
Glynis Phillips

Emily Smith
Michael Waine
Liam Walker

Notes: *A pre-meeting briefing will take place in the Members' Board Room at 9.30am on the day of the meeting.*

Date of next meeting: 4 January 2018

What does this Committee review or scrutinise?

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

How can I have my say?

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

For more information about this Committee please contact:

Chairman	-	Councillor Liz Brighthouse E.Mail: liz.brighthouse@oxfordshire.gov.uk
Policy & Performance Officer	-	Katie Read, Senior Policy Officer 07584 909530 katie.read@oxfordshire.gov.uk
Committee Officer	-	Colm Ó Caomhánaigh, Tel 07393 001096 colm.ocaomhanaigh@oxfordshire.gov.uk

Peter G. Clark
Chief Executive

December 2017

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

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

A hearing loop is available at County Hall.

AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - Guidance note on back page of the agenda**
3. **Minutes (Pages 1 - 10)**

To approve the minutes of the meetings held on 21 September 2017 and 5 October 2017 and to receive information arising from them.

4. **Petitions and Public Address**

5. **Service and Resource Planning 2018/19 - 2021/22 (Pages 11 - 40)**

10.10

The report of the Chief Finance Officer forms part of a series relating to the Service and Resource Planning process.

This report outlines new pressures and savings for 2018/19 and the medium term, the key announcements of the Autumn Statement; and the approach to the capital programme for 2018/19 to 2021/22.

The Performance Scrutiny Committee is invited to consider and comment on the revenue improvements and investments plus pressures and savings proposals; and the proposed capital portfolio areas.

Comments from the Committee will be fed through to Cabinet for their consideration in proposing a budget and Medium Term Financial Plan (MTFP) on 23 January 2018. Council will meet to agree the budget and MTFP on 13 February 2018.

6. **Scrutiny of financial performance**

13.30

A short presentation followed by a discussion about the Committee's role in scrutinising the Council's financial performance and how it aligns with other aspects of business management and performance information.

The Committee is invited to consider how this can be improved for the year ahead.

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.

Public Document Pack Agenda Item 3

PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 21 September 2017 commencing at 10.00 am and finishing at 1.00 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair
Councillor Jenny Hannaby (Deputy Chairman)
Councillor Tony Ilott
Councillor Liz Leffman
Councillor Charles Mathew
Councillor Glynis Phillips
Councillor Emily Smith
Councillor Michael Waine
Councillor Liam Walker
Councillor Mrs Anda Fitzgerald-O'Connor (In place of Councillor Mike Fox-Davies)

Other Members in Attendance: Councillor Kieron Mallon (for Agenda Item 8)

By Invitation: Chief Constable Francis Habgood, Thames Valley Police

Officers:

Whole of meeting: Katie Read, Senior Policy Officer; Colm Ó Caomhánaigh, Committee Officer

Part of meeting

Agenda Item	Officer Attending
6,7,8	Simon Furlong, Director for Community Safety and Chief Fire Officer
6,7	Kerry Blair, GM Organisational Assurance Manager; Richard Webb, Head of Community Protection Services
8	Jackie Wilderspin, Public Health Specialist; Sarah Carter, Strategic Lead Domestic Abuse
9	Ian Dyson, Assistance Chief Finance Officer (Assurance); Steven Jones, Corporate Performance and Risk Manager

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.

32/17 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were submitted from Councillor Mike Fox-Davies (Councillor Anda Fitzgerald-O'Connor substituting) and Councillor Nick Carter.

33/17 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA

(Agenda No. 2)

There were no declarations of interest.

34/17 MINUTES

(Agenda No. 3)

The minutes of the meeting held on 15 June 2017 were approved and signed as a correct record.

On item 29/17, Members noted that the Police and Crime Commissioner had not yet responded to questions raised at the discussion.

35/17 THAMES VALLEY POLICE ANNUAL REPORT

(Agenda No. 5)

Chief Constable Habgood gave a presentation on the Thames Valley Police's performance against the 2016/17 delivery plan and introducing the 2017/18 plan. He highlighted that research is being undertaken into the reasons for increased numbers of emergency and non-emergency calls, although numbers have started to reduce recently.

Members raised a number of points which Mr Habgood responded to:

- TVP has moved away from setting specific targets. The value of setting a target to reduce crime by 2% for example was questionable, when in reality they want to reduce it as much as possible. This view on targets is shared by the Police and Crime Commissioner.
- Data is available on the TVP and PCC websites and is compared to other police forces. Such figures have been presented at previous Performance Scrutiny Committee meetings.
- The time that police officers spend helping with incidents out-of-area is relatively small and TVP benefits from such arrangements too and can learn from such experience.
- Burglaries now tend to focus on jewellery and car keys. The public are recommended to sign up for Thames Valley Alerts to get advice on crime prevention.
- Cooperation with the fire service includes basing a neighbourhood team in the new station at Carterton. Risk information is shared so that officers visiting sites can give advice on both security and fire risk.
- The distribution of tazers among police officers has been reviewed recently and it was found that the current availability is about right.

- Neighbourhood Action Groups that are working well are not under any threat. However different models may work better in different localities, for example working with the Parish Council.
- Staff are being trained to identify situations which may relate to mental health issues in order to refer immediately to appropriate services.
- Reporting of hate crime is up as people are being encouraged to report it and reports from third parties are included in the figures.

The Chairman thanked the Chief Constable for his presentation and asked if he could, on his next visit to the Committee, share the results of research into predicting harm.

**36/17 OXFORDSHIRE COUNTY COUNCIL FIRE AND RESCUE SERVICE
ANNUAL REPORT 2016/17**
(Agenda No. 6)

It was agreed to take agenda items 6 and 7 together.

The Chief Fire Officer introduced the Annual Report and the Draft Community Risk Management Plan (CRMP) Action Plan 2018/19. On the Annual Report Mr Furlong highlighted work with other services: police, ambulance and the highways team. On the Action Plan, the service engages in a much wider consultation process than the minimum that is required.

Officers responded to Members' questions as follows:

- While seeking increased diversity in the service, the criteria for jobs has not changed. Having more women or more people from the BME community helps the service to understand issues affecting all sectors of the community.
- Fire service personnel are trained for co-responding but only respond at the request of the ambulance service. The call-outs are charged to the South Central Ambulance Service at cost.
- Road weight restrictions are enforced through a combination of technology and surveillance. Locations are prioritised according to their importance in infrastructure, road safety issues, air quality and other factors.
- It is not possible to predict where Gypsies and Travellers will go when they are moving sites. However a weekly bulletin is available showing current locations.
- The service has a legal requirement to support neighbouring services. There is an agreement in the Thames Valley area that the quickest appliance will be sent to an incident. Mr Furlong stated that this has never resulted in a problem for the Oxfordshire service.
- The service has a dedicated mental health team supporting officers. Staff are encouraged to talk about problems and duty officers actively check after an incident.

Members thanked the officers for their dedicated service and in particular in supporting residents of Oxford tower blocks following the Grenfell fire.

37/17 DRAFT COMMUNITY RISK MANAGEMENT PLAN (CRMP) ACTION PLAN 2018/19
(Agenda No. 7)

This item was taken with Agenda Item 6.

38/17 SAFER OXFORDSHIRE PARTNERSHIP COMMUNITY SAFETY AGREEMENT 2016-17
(Agenda No. 8)

Councillor Kieron Mallon, Chairman of the Safer Oxfordshire Partnership, introduced and summarised the report. With regard to a discussion on the previous agenda item, he noted that Thames Valley Police are organising training aimed at a consistent approach to unlawful encampments.

Councillor Mallon and council officers responded to the following issues raised by Members:

- Due to changes in the recording of hate crime and violent crime, it will be a number of years before proper comparisons can be made to determine trends.
- The Refresh Café on Cowley Road has been successful in helping offenders get work experience to improve their chances of getting employment.
- The Community Safety Practitioner based in the Emergency Department at the Hospital Trust works with staff in other hospitals including Horton.
- A pathway of floating and accommodation based support is out for tender with new services to be in place by 1 April 2018. Currently domestic violence refuges do not accept males over 15 years old. A mixed model of accommodation based support including both traditional refuge provision and some dispersed units is being pursued for this and other reasons.
- Asked if the £400,000 from the home office is one-off funding or more sustainable, Ms Carter stated that funding is secure for two years but they are looking to source funding beyond that.
- Oxfordshire is still considered to be a low risk area in terms of extremism. Intelligence suggests that the main concerns are balanced between right-wing and Islamist views. It would appear that mental health issues play a big part.
- Members and officers agreed that Prevent training could be improved and tailored for Oxfordshire.

39/17 QUARTER 1 BUSINESS MANAGEMENT REPORT AND COMMITTEE WORK PROGRAMME
(Agenda No. 9)

Mr Dyson introduced and summarised the main points of the report. The report showed a positive account of the council's performance in the first three months of the year. Overall the number of red outcomes has decreased over the last 5 quarters from 6 to 2. The priorities in the People Directorate have been refreshed and work was in progress to refresh those in the Resources and Communities directorates. Mr Jones clarified that a green indication in the report means that the relevant officers are satisfied that the end of year target will be met; also that, while the data is for the

period to the end of Quarter 1, the narrative in the report may reflect the situation half way through Q2.

Members noted areas that the Committee could look at further:

- Staffing issues related to reablement and Delayed Transfers of Care – already on the work programme for the May 2018 meeting.
- There has been a surge of planning applications creating a danger that important objections may be marginalised. It was suggested that OCC could circulate executive summaries of major applications to district councils.
- The question was raised could the caseload target of 75% (indicator 18) be made more challenging. Officers responded that it was agreed with the Health and Wellbeing Board but a change during the year could be discussed.
- The forecast for Home to School Transport spend will be refined at the start of the academic year.

The Chairman recommended that Members keep the quarterly reports in order to be able to make comparisons with future reports.

The Committee Work Programme circulated to Members at the meeting was agreed.

..... in the Chair

Date of signing 20

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PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 5 October 2017 commencing at 10.00 am and finishing at 12.30 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair
Councillor Jenny Hannaby (Deputy Chairman)
Councillor Mike Fox-Davies
Councillor Tony Ilott
Councillor Liz Leffman
Councillor Glynis Phillips
Councillor Emily Smith
Councillor Michael Waine
Councillor Liam Walker
Councillor Jeannette Matelot (In place of Councillor Nick Carter)

Other Members in Attendance: Councillor Ian Hudspeth (for Agenda Item 5)

By Invitation: Pamela Marsden, Independent Chair, Oxfordshire Safeguarding Adults Board
Paul Burnett, Independent Chair, Oxfordshire Safeguarding Children Board

Officers:

Whole of meeting Claire Phillips, Senior Policy and Performance Officer;
Colm Ó Caomhánaigh, Committee Officer

Part of meeting

Agenda Item	Officer Attending
5	Maggie Scott, Assistant Chief Executive
6	Steve Turner, OSAB Business Manager
7	Tan Lea, Strategic Safeguarding Partnerships Manager
7&8	Hannah Farncombe, Deputy Director – Children's Social Care

The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and agreed as set out below. Copies of the agenda, reports and additional documents are attached to the signed Minutes.

40/17 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were submitted by Councillor Nick Carter (Councillor Jeannette Matelot substituting) and Councillor Charles Mathew.

41/17 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA

(Agenda No. 2)

There were no declarations of interest.

42/17 WORKING TOWARDS A NEW CORPORATE PLAN 2018-21

(Agenda No. 5)

Ms Scott introduced the report on behalf of the chair of the working group, Councillor Heathcoat. Ms Scott proposed a public-facing document setting out the council's vision for the county, that could be made available quickly, for example online and in libraries. A full, more internal and detailed corporate plan would be produced in the longer term for approval by Council.

Councillor Hudspeth stated that a new corporate plan was needed because the Council was entering a new, more ambitious and aspirational phase, having largely made the necessary budget savings. There was greater agreement around the county now on priorities for government funding bids. When such bids were successful it freed up council money to be spent elsewhere.

Members were invited to comment and made the following suggestions:

- The document needs to address infrastructure for growth towns around the county.
- It is not obvious how feedback from the public has influenced the document.
- There should be more on joint working between the local authorities and other partners across the county.
- There were too many case studies. A smaller number is needed that can stand up to rigorous scrutiny.
- There needs to be more to give hope to those currently struggling to get by.
- The document should also address how the priorities will be achieved and how success will be measured.

It was agreed to circulate a new, shorter draft on the basis of the feedback received and to invite Members to comment on that draft by email. The Chairman will attend Cabinet and deliver feedback from the Committee.

43/17 SAFEGUARDING ADULTS

(Agenda No. 6)

Ms Marsden presented the report. She drew attention to good performance ratings such as 86% of care homes rated as good or outstanding. The Oxfordshire Fire and Rescue Service had conducted 3,000 welfare checks. The Adult Board is now

working closely with the Children's Board and they meet twice yearly to discuss joint priorities. Housing has been identified as a joint issue.

Ms Marsden and Mr Turner responded to Members' questions as follows:

- Recruitment and retention continue to be a major problem for everyone in the sector despite having the highest pay rate in the country. There is a need to offer prospective employees good job progression prospects.
- South & Vale failed to produce a report in time due to staff changes but have delivered a supplementary report.
- Healthwatch has a representative on the Board and they have been commissioned to do some work on user feedback.
- Duplicate reports may be responsible for some of the low conversion rate of reports. Also, care providers have been encouraged to make reports to cover themselves. A comprehensive training plan is in place to seek to reduce the number of concerns that convert into enquiries. A consultancy service has been set up to advise whether a safeguarding concern should be made. It is hoped that the impact of this will be seen next year.
- More training with councillors will also be provided as they often pick up reports of abuse.

44/17 SAFEGUARDING CHILDREN - ANNUAL REPORTS (Agenda No. 7)

Mr Burnett introduced the report. He expressed satisfaction that the right people were on the Board and there is strong engagement with its work. He stated that his biggest concern was the reduction in referrals for early help and at the same time an increase in children taken into care. He has also expressed concern at the poor OFSTED ratings for secure centres.

Mr Burnett, Ms Lea and Ms Farncombe responded to Members' questions as follows:

- There is no resource issue with early help. There is a need to engage partners to refer into early help. There are some signs that this is happening with the new Locality and Community Support Service.
- There should be greater powers for local authorities to ensure that parents are accountable for children's safety when being educated at home.
- School governing bodies need to be more aware of potential impacts of children being on reduced timetables.
- It is hoped that a new model for CAMHS will help reduce waiting times for assessments. The Board will assess how the new CAMHS pathway links to the main pathway for children. This should reduce confusion for staff and others.
- Where grandparents are formally taking care of grandchildren there are safeguards in place but there are concerns about situations where this is happening informally.
- Locality networks are being built around schools in areas of concern. They ensure that key services work together. It is hoped that each school will have a named Police Community Support Officer.

- While local councillors have been consulted on individual problems there is a need for more communication to them about the situation in general.
- The Board is working with VOXY to get better feedback from children on their experience of safeguarding.

Ms Lea presented the PAQA report. She drew attention in particular to the ten most common learning points in the summary. Ms Farncombe presented the CRAG report. There were 5 Serious Case Reviews involving 6 children. The Chairman suggested that serious case reviews could be the subject of a 'deep dive' by the Committee or a subgroup could look at them.

The committee agreed that it should consider serious case review reports when they are published.

45/17 CHILDREN MISSING FROM HOME OR CARE IN OXFORDSHIRE
(Agenda No. 8)

Ms Farncombe presented the report. She explained that when children go missing twice or more within 90 days the case is reviewed to ensure that agencies are working together. There had been a reduction in repeat episodes which indicates that the right structures are in place though there is still a lot of work to do.

Ms Farncombe responded to Members' points as follows:

- There is concern that when unaccompanied asylum seeking children (UASCs) go missing for a long period, they may have become involved in trafficking. However, some may have always planned to move on.
- When Looked After Children placed out-of-county go missing there is a clear protocol to notify Oxfordshire as well as the police but they often fail to notify us at the outset. If the children return, there is a review to check if the placement is still appropriate.
- The Council works with colleges especially in respect of 16 to 18 year olds.
- A new structure has been created to tackle the growing problem of children at risk of exploitation by organised crime groups.
- Ms Farncombe will update the Committee on the recommendation that Thames Valley Police appoint a senior officer to oversee UASC partnership working. The committee supported this.

..... in the Chair

Date of signing 2017

Division(s): N/A

PERFORMANCE SCRUTINY COMMITTEE 14 December 2017

Service & Resource Planning 2018/19 to 2021/22

Report by the Chief Finance Officer

Introduction

1. This report is one in the series on the Service & Resource Planning process for 2018/19 to 2021/22, providing councillors with information on budget issues for 2018/19 and the medium term. This report presents the new revenue improvements and investments plus pressures and savings for 2018/19 and the medium term, the key announcements of the Autumn Budget announced on 22 November 2017; and the proposed capital programme portfolio areas for 2018/19 to 2027/28.
2. The attached annexes will be considered by Cabinet on 19 December 2017. The Performance Scrutiny Committee is invited to consider the new revenue budget improvements and investments plus pressures and savings and, taking account of the service and community impact assessments, to comment on the proposals. The Committee is also invited to consider and comment on the proposed capital budget portfolio areas contained in the same report. The Committee will have a further opportunity to comment on the capital programme at its meeting in January 2018.
3. These comments will be taken into consideration by Cabinet in finalising its budget proposals which will be set out in the report to Cabinet on 23 January 2018, when the Cabinet will propose its 2018/19 revenue budget, 2018/19 – 2021/22 Medium Term Financial Plan and Capital Programme to 2027/28.
4. The following annexes are attached to this report:
 - Annex 1: Service & Resource Planning Report 2018/19 to 2021/22 to Cabinet on 19 December 2017 (excluding the Financial Strategy and Review of Charges)
 - Annex 2: Improvements and Investments plus Pressures and Savings Summary
 - Annex 3: Cross-cutting Service and Community Impact Assessment- November 2017

Improvements and Investments plus Pressures & Savings Proposals

Improvements and Investments

5. There are new Service improvements and investments totalling £4.7m for the period 2018/19 to 2021/22 as shown in the table below.

Service Area	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Communities	4.4	0.4		-0.5	4.3
Communities – Fire & Rescue Service	0.4				0.4
TOTAL	4.8	0.4	0.0	-0.5	4.7

Pressures

6. There are new Service and Corporate pressures totalling £34.1m for the period 2018/19 to 2021/22 as shown in the table below.

Service Area	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
People – Children’s Services	7.5	0.4	1.5	1.5	10.9
People - Adult Services	5.6	8.3	7.9	5.6	27.4
People – Public Health	1.0				1.0
Communities					0.0
Communities – Fire & Rescue Service	0.5	-0.2			0.3
Resources	0.6	0.4			1.0
Council-wide/Corporate Measures	3.2	0.1	3.1	0.2	6.6
Less: Demography Allocation in the MTFP			-6.0	-7.1	-13.1
TOTAL	18.4	9.0	6.5	0.2	34.1

Savings

7. Service and corporate savings options of £37.8m have been identified over the period 2018/19 to 2021/22. A summary by service is shown in the following table:

Service Area	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
People – Children’s Services	-6.2	-4.0	-1.8		-12.0
People - Adult Services	-6.3	-2.9	-0.1	-0.3	-9.6
People – Public Health	-0.5	0.3		0.2	0.0
Communities	-4.6	0.9	0.2	-0.2	-3.7
Communities – Fire & Rescue Service	-0.8		0.8		0.0
Resources	-1.1	-1.5	-0.8	-0.2	-3.6
Council-wide/Corporate Measures	-12.9	7.2	-3.2		-8.9
TOTAL	-32.4	0.0	-4.9	-0.5	37.8

Overall Position

8. To reflect the work currently underway and the resulting timetable in relation to the Fit for the Future Programme, the £15m savings included in the MTFP have been re-phased to deliver £8.5m in 2019/20, £3.5m in 2020/21 and £3.0m in 2021/22.
9. The table below shows that currently there is a remaining net pressure of £5.8m in 2018/19, £0.9m in 2019/20 and a net saving of -£5.7m in 2020/21 and 2021/22, giving a total net pressure of £1.0m over the medium term. The Council is awaiting the outcome of the Provisional Local Government Finance Settlement and final information from district councils before addressing this position in order that a balanced budget can be set on 13 February 2018.
10. At this stage, it is anticipated that, following the 2018/19 budget principles set out in the Financial Strategy, the net pressure in 2018/19 will be met, on a one-off basis, by the use of reserves and addressed on an on-going basis as part of the transformation programme.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	TOTAL £m
Improvements & Investments	4.8	0.4	0.0	-0.5	4.7
Pressures	18.4	9.0	6.5	0.2	34.1
Savings	-32.4	0.0	-4.9	-0.5	37.8
Transformation Savings Re-profiled	15.0	-8.5	-3.5	-3.0	0.0
Net Pressure (+)/Saving (-)	5.8	0.9	-1.9	-3.8	1.0

Next Steps

11. The comments from this Committee on the budget proposals will be fed back to the Cabinet for it to take into consideration when proposing its revenue budget for 2018/19 and MTFP to 2021/22 MTFP on 23 January 2018.
12. The Council will meet to set the budget and council tax requirement for 2018/19 on 13 February 2018.

Financial and Legal Implications

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

RECOMMENDATION

14. **The Performance Scrutiny Committee is invited to consider and comment on the revenue improvements and investments plus pressures and savings proposals; and the proposed capital portfolio areas.**

LORNA BAXTER
Chief Finance Officer

Contact Officers:

Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)
(Tel: 07584 909518)

December 2017

CABINET – 19 December 2017

**Service & Resource Planning
2018/19 to 2021/22**

Report by the Chief Finance Officer

Introduction

1. This report is the second in the series on the Service & Resource Planning process for 2018/19 which will culminate in Council setting a budget for 2018/19 and a medium term financial plan to 2021/22 in February 2018. The report sets out the:
 - new financial strategy;
 - new improvements and investments plus pressures and savings for 2018/19 and the medium term;
 - key announcements of the Autumn Budget announced on 22 November 2017;
 - review of charges for 2018/19; and
 - capital programme portfolios for 2018/19 to 2027/28.
2. This report will be considered ahead of Cabinet by the Performance Scrutiny Committee on 14 December 2017.
3. The provisional local government finance settlement is expected to be announced in the week commencing 11 December 2017. An addenda will be produced once it has been announced.
4. The following annexes are attached to this report:
 - Annex 1: The Financial Strategy
 - Annex 2: Revenue budget improvements and investments plus pressures and savings 2018/19 – 2021/22
 - Annex 3: Review of Charges 2018/19
 - Annex 4: Service & Community Impact Statements (SCIAs)

Corporate Plan

5. A new Corporate Plan will be presented to Council for approval in February 2018. The plan will reflect the Council's strategy and priorities as articulated in the new vision and recently published prospectus, and set out how these will be achieved over the coming years.

6. The Corporate Plan will be based on the Council's vision: **Thriving communities for everyone in Oxfordshire.**
7. This reflects the outcomes from resident focus groups over the summer, and a strong desire to recognise the importance of communities that people identify with as fundamental to people's lives. The theme of Thriving Communities will be the basis for further engagement activity over the coming year in helping to refine and define what this means to people, and how the council can enable and support them.
8. To achieve our vision, we will listen to residents so we can continuously improve our services and provide value for money. Our priorities are:

Thriving communities

- We help people live safe, healthy lives and play an active part in their community
- We provide services that enhance the quality of life in our communities, and protect the local environment

Thriving people

- We strive to give every child a good start in life, and protect everyone from abuse and neglect
- We enable older and disabled people to live independently and care for those in greatest need

Thriving economy

- We support a thriving local economy by improving transport links to create jobs and homes for the future

The Financial Strategy

9. The new financial strategy at Annex 1 sets out a vision for how the Council will become self-sustaining and financially resilient in delivering its vision for thriving communities for everyone in Oxfordshire. The strategy therefore reflects a sound understanding of the balance between what is possible and what is prudent and explicitly provides capacity to deal with the unexpected. Fundamentally, the financial strategy will align capital and revenue resources with objectives. The new financial strategy comprises short, medium and long term planning horizons but focuses on the medium and longer term because, the challenges faced are with us for the long term and this time horizon should be the focus if the Council is to thrive in an uncertain future.
10. By April 2020, the Council will have delivered the savings required to reduce spending in line with the government's grant reductions. Beyond this the Council aims to achieve long term sustainability and financial resilience and provide the resources to deliver the Council's vision and priorities. However, to succeed in reaching this state requires successful delivery of three critical elements which reflect the financial planning principles for the forthcoming year:

- Managing the impact of rising need, caused by increased population and increased complexity, for adult and children's social care through effective demand management approaches and cost control
- Taking a holistic approach to use of reserves and other corporate measures as well as income generation, to ensure the council has the financial breathing space during 2018/19 and 2019/20 to drive forward actions which will reduce demand
- Delivering the savings currently in the medium term financial plan (MTFP), and identifying upwards of £15m of savings included in the MTFP from transforming how we work.

Service & Resource Planning process

11. As set out above, the Council's robust approach to financial planning means that after seven years of difficult decisions to manage reductions in funding at the same time as increased demographic pressures in social care, the Council will, subject to a positive outcome of the Fair Funding Review be financially sustainable by the end of the MTFP period. The Council will be able to make investment decisions rather than having to manage net budget reductions.
12. The Council's Fit for the Future transformation programme has reached a pivotal point. The current phase of work is of immense importance for determining the future direction of the Council and in partnership with PWC, with the active involvement of staff, the Council will be developing the best solutions for Oxfordshire that will serve us into the future. This piece of work is due to complete in early January 2018 and will provide high level proposals to achieve the target £15m savings in the MTFP aligned to transformation.
13. A member engagement session was held in November 2017 for Cabinet plus key members of the Labour and Liberal Democrat Group. The purpose was to set out the approach to financial planning over the medium term; the proposed capital portfolio areas and review the latest revenue improvements and investments, and pressures and savings.
14. The Performance Scrutiny Committee will consider and comment on the revenue improvements and investments plus pressures and savings and will feedback to Cabinet. The Cabinet will take the Scrutiny Committee's comments into consideration in proposing its budget in January 2018. Performance Scrutiny Committee will also consider and comment on the capital portfolios. The Committee will have a further opportunity to comment on the capital programme at its meeting in January 2018.
15. Following the announcement of the Provisional Local Government Finance Settlement, the Cabinet will propose the 2018/19 revenue budget, 2018/19 – 2021/22 Medium Term Financial Plan and Capital Programme to 2027/28 on 23 January 2018.
16. Council will meet on 13 February 2018, following the Final Local Government Finance Settlement and final information from District Councils, to agree the

2018/19 revenue budget, Medium Term Financial Plan for 2018/19 – 2021/22 and Capital Programme to 2027/28.

Improvements and Investments Plus Pressures and Savings Options

17. The report to Cabinet in September 2017 and the Financial Monitoring & Business Strategy Delivery reports throughout the year have set out the emerging pressures that need addressing as part of the 2018/19 Service & Resource Planning process. The paragraphs below set out the service improvement and investment proposals plus the pressures and savings proposals, details of which are provided in Annex 2.

Improvements and Investments

18. There are new Service improvements and investments totalling £4.7m for the period 2018/19 to 2021/22 as shown in the table below.

Service Area	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Communities	4.4	0.4		-0.5	4.3
Communities – Fire & Rescue Service	0.4				0.4
TOTAL	4.8	0.4	0.0	-0.5	4.7

19. In the Communities directorate, the council is proposing not to make previously agreed savings relating to highways Area Stewards and grass cutting, investing £1.9m. The council will also carry out some extra essential safety resurfacing and patching work on cycle lanes and bus laybys as well as rural sign clearance and line painting, investing £1.0m on a one-off basis.
20. The council is investing £0.9m to create a new Community Asset and Investment team to develop, implement and manage a property strategy. The team will rationalise the council's estate, find innovative ways to invest and generate capital. In addition, it is proposed to invest £1.6m in a team to deliver the Council's capital programme and facilities management service.
21. Following the incident at Grenfell Tower, the Council is investing £0.4m in the Fire & Rescue Service to ensure there are sufficient officers to undertake increased regulatory and enforcement work.

Pressures

22. There are new Service and Corporate pressures totalling £34.1m for the period 2018/19 to 2021/22 as shown in the table below.

Service Area	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
People – Children’s Services	7.5	0.4	1.5	1.5	10.9
People - Adult Services	5.6	8.3	7.9	5.6	27.4
People – Public Health	1.0				1.0
Communities					0.0
Communities – Fire & Rescue Service	0.5	-0.2			0.3
Resources	0.6	0.4			1.0
Council-wide/Corporate Measures	3.2	0.1	3.1	0.2	6.6
Less: Demography Allocation in the MTFP			-6.0	-7.1	-13.1
TOTAL	18.4	9.0	6.5	0.2	34.1

23. In Children, Education and Families, there are pressures in Children’s Social Care due to the increasing number of children requiring placements and an increase in the number of children with disabilities. These give rise to a total pressure of £7.5m in 2018/19.
24. Demographic pressures totalling £14.1m over the medium term are included for both Children’s and Adult Services. £13.1m of this pressure is offset by the demography allocation held within the medium term financial plan and allocated to directorates when required.
25. Within Adult Services, £5.1m of previously agreed savings relating to older people and learning disabilities are not expected to be achieved. These are being removed and new savings or funding identified to replace them. Ahead of the Provisional Local Government Settlement and the need to agree the use through the Better Care Fund, there is also uncertainty about £4.9m of Better Care Fund income that is built into the MTFP so this is being shown as a pressure.
26. Subject to consultation, a £3.9m pressure is likely to arise from the impact of the National Living Wage (NLW) on the rates the council pays external providers for adult social care. As noted in paragraph 36 below this will be funded from the Adult Social Care precept.
27. A pressure of £2.9m arises in 2020/21 from the ongoing expenditure for investment in hospital social work team capacity and an increase in home care and care home fee levels funded by the improved better care fund from 2017/18 to 2019/20.

28. The previously agreed savings include a saving of £1m to be made in Public Health, assuming that the ringfence on the grant was to be removed in 2018/19. It was announced on the 9 March 2017 that the ringfence would continue until at least 2019/20 when it is expected the funding becomes part of business rates funding. Therefore, the savings cannot now be achieved.
29. There are total pressures of £1.0m within the Resources directorate, including a £0.7m previously agreed saving within ICT that can no longer be achieved.
30. The MTFP includes growth in the taxbase of 2.0% in 2018/19. Provisional figures from the District Councils indicate that the actual growth in the taxbase for 2018/19 will only be 1.13%. This results in a £3.4m pressure over the medium term. It is however expected to rise to 2.0% from 2019/20 (see paragraph 40 below).
31. It is expected that the government will reset the business rates baseline in 2020/21. The Council will lose the benefit of local growth estimated at £3.0m.

Savings

32. Service and corporate savings options of £37.8m have been identified over the period 2018/19 to 2021/22. A summary by service is shown in the following table:

Service Area	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
People – Children’s Services	-6.2	-4.0	-1.8		-12.0
People - Adult Services	-6.3	-2.9	-0.1	-0.3	-9.6
People – Public Health	-0.5	0.3		0.2	0.0
Communities	-4.6	0.9	0.2	-0.2	-3.7
Communities – Fire & Rescue Service	-0.8		0.8		0.0
Resources	-1.1	-1.5	-0.8	-0.2	-3.6
Council-wide/Corporate Measures	-12.9	7.2	-3.2		-8.9
TOTAL	-32.4	0.0	-4.9	-0.5	37.8

33. In Children’s Services, a programme has been developed with a focus on addressing demand management; strengthening early help and prevention including closer partnership working; strengthening staffing resources and building community resilience. The demand management strand of the programme has a target to save £6.1m by 2022. The service is also aiming to reduce, where possible, the length of time children stay in care and support families to reunite at the earliest possible stage. This will save £3.1m over the medium term.

34. It is proposed to save £0.5m on placement costs by driving down the costs of existing contracts and working to increase provision of lower cost placements for older teenagers.
35. Within Adult Services, changes to the adult social care contributions policy are proposed. These are likely to increase levels of contributions towards the cost of care by people with income above the national minimum income guarantee. This would increase income by an estimated £1.5m and will be reinvested into adult social care services.
36. £7.0m is available from the Adult Social Care precept agreed in previous budgets to fund adult social care pressures & the impact of the National Living Wage.
37. Within the Communities directorate, the council has made savings through retendering the household waste recycling centre contract, increasing income generation through the licence and permit services it runs and investing in more energy efficient street lighting to reduce the lighting energy bill. These proposals will save £1.5m.
38. A report will go to Cabinet in the new year setting out partnering options for ICT delivery. This could save £2.4m over the medium term.
39. Taking into account current and forecast inflation rates to calculate the expected amount required for pay and contract inflation, it is estimated that the inflation budget held in the MTFP can be reduced by £4.5m over the medium term.
40. The MTFP includes growth in the tax base of 1.63% in 2019/20 and 2020/21. In line with expected housing growth, it is proposed to increase the assumed growth in the taxbase to 2% in 2019/20 and 2020/21. This generates £2.8m of additional funding over the medium term.
41. In Strategic Measures, £1.1m of additional investment income is forecast over the medium term as a result of higher forecast cash balances and a higher return on investments. This figure will be updated for the January 2018 Cabinet report as the Treasury Management Strategy is further developed and changes arising from the capital programme are incorporated into the Strategic Measures budget.

Overall Position

42. To reflect the work currently underway and the resulting timetable in relation to the Fit for the Future Programme (set out in paragraph 12 above), the £15m savings included in the MTFP have been re-phased to deliver £8.5m in 2019/20, £3.5m in 2020/21 and £3.0m in 2021/22.
43. The table below shows that currently there is a remaining net pressure of £5.8m in 2018/19, £0.9m in 2019/20 and a net saving of -£5.7m in 2020/21 and 2021/22, giving a total net pressure of £1.0m over the medium term. The

Council is awaiting the outcome of the Provisional Local Government Finance Settlement and final information from district councils before addressing this position in order that a balanced budget can be set on 13 February 2018.

44. At this stage, it is anticipated that, following the 2018/19 budget principles set out in the Financial Strategy, the net pressure in 2018/19 will be met, on a one-off basis, by the use of reserves and addressed on an on-going basis as part of the transformation programme.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	TOTAL £m
Improvements & Investments	4.8	0.4	0.0	-0.5	4.7
Pressures	18.4	9.0	6.5	0.2	34.1
Savings	-32.4	0.0	-4.9	-0.5	37.8
Transformation Savings Re-profiled	15.0	-8.5	-3.5	-3.0	0.0
Net Pressure (+)/Saving (-)	5.8	0.9	-1.9	-3.8	1.0

Risks

45. As part of the Cabinet's proposed budget each January, a risk assessment is undertaken to determine the appropriate level of general balances to be held for the forthcoming year. This takes into account the latest financial monitoring position, the risks in the proposed budget and the economy generally. A corporate contingency is also held to enable those more volatile budgets to be managed. The existing MTFP includes corporate contingency £3.8m for 2018/19 and this will need to be reviewed in light of the risk assessment. There is both downside (a worse position) and upside (a better position) risk to the pressures and savings identified in this report. The risk is particularly around the uncertainty in being able to manage demand and achieve the savings in full. The current level of downside risk in 2018/19 is £7m (in addition to the net position set out in paragraph 43) and an upside risk of £2m.

Autumn Budget 2017

46. On 22 November 2017, the Chancellor of the Exchequer, Phillip Hammond MP, announced the Autumn Budget. The following paragraphs outline the key announcements in the Budget, in particular those of interest to local government and Oxfordshire.
47. The government announced a growth and housing deal with Oxfordshire, committing to a target of 100,000 homes in the county by 2031 in return for a £215m package of support for infrastructure and economic growth. This breaks down as: £30m per annum for five years for infrastructure; £60m for affordable homes across the county; and £5m to develop a Joint Statutory Spatial Plan. This includes supporting the growth of employment sites across

the county such as Science Vale, one of the most successful science and technology clusters in the UK. This rate of housing delivery would be consistent with a corridor-wide ambition for 1 million new homes by 2050. Each Oxfordshire partner will need to agree the Deal and confirm their participation in, or support for the preparation of the Joint Statutory Spatial Plan by the end of January 2018.

48. As a first step towards opening a train station at Cowley, the Government will also make available £0.3m to co-fund a study of opportunities for new stations, services and routes across the Oxfordshire rail corridor.
49. The 2016 Autumn Statement established the National Productivity Investment Fund (NPIF) to provide over £23bn of high-value investment between 2017/18 and 2021/22. The 2017 Autumn Budget announced the expansion of the NPIF to support innovation, upgrade the UK's infrastructure and to underpin the government's modern Industrial Strategy. The NPIF will last an additional year and total over £31bn. Plans to boost productivity were announced including: a new £1.7bn transforming cities fund.
50. The Budget 2016 set out plans to make efficiency savings of £3.5bn in public spending by 2019/20. Due to changes in Official Development Assistance (ODA) spending as well as potential new spending and administrative pressures faced by departments in 2019/20, this has been revised to £1.4bn.
51. Following a consultation earlier this year, the Government confirms that it will lend Local Authorities in England up to £1bn at a new discounted interest rate of gilts + 60 basis points accessible for three years to support infrastructure projects.
52. In September 2017, the Government announced its intention to move away from the 1% basic public sector pay award policy. In 2018/19 the relevant Secretary of State will make final pay awards decisions, taking into account their affordability and feedback from the independent Pay Review Body reports. This process will commence shortly with the relevant Secretary of State writing to the PRB Chair to initiate the 2018-19 pay round. Each PRB will then make its recommendations in the spring or summer.
53. Following the recommendations of the independent Low Pay Commission, the National Living Wage (NLW) will increase, as expected, by 4.7% from £7.50 to £7.83 from April 2018.
54. In order to "encourage better use of the existing housing stock," legislation will be brought forward to give Local Authorities the power to charge 100% council tax on empty properties. Empty properties currently receive a 50% discount.
55. The business rates multiplier (the tax rate) is increased each April in line with inflation. The figure used is the Retail Price Index (RPI) from the preceding September. Plans, originally announced in Budget 2016, to switch to the Consumer Price Index (CPI) have been brought forward by two years so that

from April 2018 CPI rather than RPI will be used. Local government will be fully compensated for the loss of income as a result of these measures.

56. Following the next revaluation process (currently due in 2022), revaluations will take place every three years (currently every five years). This follows a consultation announced at the 2017 Spring Budget. To enable this, ratepayers will be required to provide regular information to the Valuation Office Agency on who is responsible for business rates and property characteristics including use and rent. The government will consult on the implementation of these changes in the spring. Local government will be fully compensated for the loss of income as a result of these measures.
57. In December, a green paper will be published setting out the government's plans to transform mental health services for children and young people.
58. The Disabled Facilities Grant is to be increased by £42m to £473m in 2017/18, supporting people to stay in their own homes. District councils in Oxfordshire will receive £0.5m.
59. The 2017 Spring Budget announced that in the longer term, the government will set out options for the future financing of Social Care in a Green Paper. This was intended to be published in 2017 but in a written ministerial statement from Damian Green on 16 November it was announced that this has been postponed until summer 2018.
60. An additional £45m was announced for the Pothole Fund in 2017/18 to tackle around 900,000 potholes across England. The allocation for Oxfordshire has not yet been confirmed.

Review of Charges

61. As part of the Service & Resource Planning process, managers have reviewed their charges for 2018/19. Changes in income arising from this review are summarised in Annex 3a and the proposed charges are set out in Annex 3b.

Capital Programme

62. In line with the ambition to focus on a longer-term approach to financial planning to ensure the most fundamental issues facing the organisation which have been identified can be responded to, it is proposed to move from a four year to a ten-year capital programme. This longer-term approach will offer strategic choice and options around developing our community assets and respond to issues such as rising demand in adults and children's services and allow for a for planned approach to replacement of assets including street lighting.
63. In recent years, the only capital funding available has been to support schools basic need, school's structural maintenance, highways maintenance and major transport schemes via the Local Growth Fund. There has been little resource available to meet the needs or priorities of the Council.

64. In addition to supporting those ringfenced or statutory requirements set out in the paragraph above, the move to a longer-term programme allows a portfolio approach to developing the Capital Programme. The portfolio areas which are proposed are:

- Schools Estate – including health & safety, maintenance, improvements
- Non-Schools Estate – including health & safety, maintenance, improvements
- Operational Assets – including vehicles, ICT systems and equipment
- Highways and associated infrastructure – including street lighting, bridges
- Organisational redesign – including schemes to address demand management, digitalisation

65. In setting these portfolios, it is recognised that the Council may wish to invest more than the specific grant funding provided for the schools and non-schools estate. The portfolio approach allows for a policy led approach or the ambition to achieve a desired outcome.

66. The change in approach in the use of surplus assets, to consider them on a case by case basis and maximise the value the Council achieves from them will provide some funding over the longer term. Managing capital resources over a longer term will allow some schemes to proceed earlier in the programme with the expectation of a capital receipt at a future date. It will be important to ensure that there is a suitable balance of planned expenditure in advance of any capital receipt to allow for delays or revaluations. It is currently expected that there will be £45m available over the ten-year period from the sale of surplus assets.

67. It is proposed that in January 2018, the potential funding available for each portfolio will be set out, and where already identified, schemes for funding, and included in the Cabinet's proposed budget. Rather than agreeing all schemes ahead of the financial year, it is proposed that business cases will be brought forward against the portfolio areas and allocations, to the Capital Programme Investment Board during the year, who will make recommendations to Cabinet for inclusion in the programme.

Consultation

68. Members of the public and stakeholders will be able to comment on the budget proposals and Council Tax level through the Council's website, by email, social media or by writing to the County Council. Paper copies of the consultation document will also be made available in libraries. The consultation will open on 6 December 2017 and close on 8 January 2018. A summary of responses will be provided to Cabinet to allow them to take the comments into consideration in agreeing their budget proposals.

Equality and Inclusion Implications

69. 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.'
70. Potential impacts of the budget options have been considered and are set out in the overarching Service & Community Impact Statement in Annex 4.

Financial and Legal Implications

71. This report is mostly concerned with finance and the implications are set out in the main body of the 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 2018, will lead to the council tax requirement being agreed in February 2018, together with a budget for 2018/19, updated medium term financial plan and capital programme.

RECOMMENDATIONS

72. **Cabinet is RECOMMENDED to take the issues set out in the report into consideration in forming their proposed budget for 2018/19, Medium Term Financial Plan to 2021/22 and Capital Programme to 2027/28.**

LORNA BAXTER
Chief Finance Officer

Contact Officers:
Katy Jurczynsyn: Strategic Finance Manager (Financial Strategy & Monitoring)
(Tel: 07584 909518)
December 2017

Improvements and Investments plus Pressures and Savings Summary

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

People - Children's Services

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

People - Adult Services

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

People - Public Health

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

Communities

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

Communities - Fire & Rescue Service and Community Safety

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

Resources

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

Corporate Measures

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

Service and Resource Planning 2018/19- 2021/22
Cross- cutting Service and Community Impact Assessment- November 2017

Introduction and approach to budget setting

At the start of the budget-setting process this year, Oxfordshire County Council is in a much better financial position than many other councils in England. Despite ongoing financial pressures, we are now in a place where it is achievable that our financial strategy can be centred on investing rather making net reductions from 2020/21.

This position is a result of our forward-looking answer to the challenges facing local government at the moment. We have recognised that in changing circumstances, Oxfordshire County Council must also change the way it works to enable it to continue the essential work we do for the residents of Oxfordshire. We have created plans to adapt for the future, which involve projects to transform ourselves as an organisation, as well as working to positively shape our delivery of services and the environment in which we work.

One of the main aims of our future strategy is to manage down the current levels of rising-demand for adult and children's social care through careful evaluation of needs, early intervention and by working effectively with our partners and with communities. In this process, we will be able to reduce and redirect unsuitable use of our services to enable us to prioritise resources to support those who really need it.

Another major element of our long-term plan is to transform how we work, to deliver £15m worth of savings. Our Fit for the Future programme has already identified ways we can become more efficient as an organisation through streams including improving customer experience, collaborative working, business intelligence, taking a whole-place approach and making services digital-by-design. In the second phase of the programme consultants from PwC are working with staff and the council's leadership team to create an operational framework which will be a roadmap for how transformation work progresses.

These changes do take time and in past years we also had to make some immediate savings to balance the budget and cope with increasing demand on services and reductions in the funding available from government. Some tough decisions have had to be made in previous years about changes to our services but this has now set us in a positive position for the future.

In setting our budget for this year we have, as much as possible, avoided making budget changes which impact on services. Our medium-term financial plan describes the planned budget changes over the next four years, from 2018/19 to 2021/22. The current medium-term financial plan takes a holistic approach to create financial breathing space over the 2018/19 and 2019/20 financial years while giving us time to drive forward the actions outlined above which will reduced demand.

Most of the new planned savings this year are therefore focused on using our reserves and on income generation plans, such as charging other organisations for

services provided by the council. These savings will allow us to balance our budget in the short-term without having a negative impact on services.

Since we do have to set a balanced budget, it is also necessary to make some changes to services. In doing this, there has been careful consideration about which services will deliver these efficiencies. It is judged that the proposals outlined in the report on Service and Resource planning are those which have least negative impact on people with protected characteristics and in many areas, targeting support will benefit these groups.

Purpose of assessment

This report highlights the potential cumulative impact on protected groups and communities arising from the proposals for savings that will be considered by Council in February 2018.

In addition to this overarching report, impact assessments for individual proposals have been developed- assessing the potential impact on protected groups and communities from a particular saving. These individual impact assessments and the overarching report will be published on Council's website as part of budget-setting process.

A number of individual proposals are at an early stage, and more detailed impact assessments will be produced after the budget is agreed and as services develop plans for implementation. Similarly, impact assessment documents from previous years, or for policy proposals falling outside the annual budget cycle, will be updated where necessary as proposals develop. Comments on draft and initial assessments are therefore welcome and help to ensure we have fully considered the impact of decisions on communities and service users. Where potential negative impacts are identified for particular groups we will consult where appropriate to fully understand this, and/or will communicate directly with the people affected.

Legislation

Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs of other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

One way in which the Council can show that it has had due regard to the statutory needs is by assessing the impact of proposed budget and services changes on service users and Council-paid staff, particularly in relation to people with a "protected characteristic". These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

In addition to the characteristics above, the Council also considers the effect of the proposals on those in particular geographies (in particular rural and urban areas) and on deprivation.

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £589,148¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

¹ [EC Procurement Threshold for Services](#)

While the Social Value Act does not have direct relevance for the majority of the proposals under consideration, the Council is committed to the principles within it. When making decisions around contracting we consider how our commissioning activity might improve the economic, social, and environmental well-being of the relevant area.

Evidence/ Intelligence

The council holds and uses a significant amount of information about the residents of Oxfordshire, in order to understand their needs and plan services accordingly. A key summary of this evidence is the Joint Strategic Needs Assessment which is an annual report providing data about Oxfordshire's population and the factors affecting health, wellbeing, and social care needs. This is available online² at the Oxfordshire Insight website.

There is also regular consultation and engagement work with residents which helps us to understand their priorities and experiences. We organise regular resident's surveys, and a citizen's panel called Oxfordshire Voice. We have information about the impact of proposed changes to social care through our developing approach to coproduction of services, the annual social care service user survey and the Carers' Survey which happens every two years.

Overarching Impact Assessment

Age and disability

Oxfordshire has a large number of older residents and people aged 50 and over made up 35% of Oxfordshire's population as of mid-2015 (the latest information available). Older people are the main users of both short-term and long-term care services. The highest disability rates are also found in older people and particularly frequent types of disability in this age group are physical impairment and mobility issues.

Changes to the charging policy for adult social care would therefore have a greater impact on older people than other age groups, although the policy will be applied equally to everyone needing adult social care. There will be a full public consultation on any proposed changes to ensure the impact on individuals is fully identified and considered before any changes are made. The risk of negative impacts for this group will be mitigated further by plans for the council to directly contact those who are likely to be negatively affected by any proposals, to provide information and alternative options for their care, as well as offering a full reassessment of their finances.

People with disabilities will be impacted by the project to move adults with learning disabilities to in-county supported living placements. This is expected to have a positive impact on most people because living within the community will be

² <http://insight.oxfordshire.gov.uk>

beneficial. However, there is a risk that some moves may be unsuccessful and this might be disruptive to some people. To minimise the risk of negative outcomes, a dedicated commissioned service will oversee the transitions and will consider whether moving is in each individual's best interests. They will also continue to provide support after the move and will work to solve any problems that arise.

Children and young people are also a group who should be considered separately and people aged under 18 made up 21% of Oxfordshire's population as of mid-2015. Children will particularly be affected by changes to children's social care, including the plans to reduce the number of children entering and staying in care through demand management. However, this is expected to have a positive impact on children as focusing on early intervention will mean that more individuals are able to have other, more positive outcomes, whilst continuing to ensure that support is available to those who need it.

Those children with disabilities will also be affected by the proposed review of Home to School transport for children with special educational needs. Much of the impact will be positive as many children will be able to be more independent. Steps will be taken to avoid any negative impacts by working with children and their families on a case-by-case basis to ensure that each child has a transport plan which is suitable for their individual needs and they are supported to the necessary extent.

Race

Race is a protected characteristic and the Equalities Act also includes ethnic or national origins, colour or nationality when describing this characteristic. Oxfordshire is made up of a range of different people and in the latest census there was a total of 107,000 residents from an ethnic minority background (other than white British) in 2011, equivalent to 16% of the population

People from a different national origin may be disproportionately affected by changes to policies, such as the Adult Social Care charging policy, if they speak no or little English and can't understand the changes. At the time of the Census 2011 survey there was a total of 5,500 people in Oxfordshire who could not speak English or speak English well. However, in line with council policy, all publications will be made available in alternative languages where requested and interpreters will be used to communicate with people as necessary.

Sex

Women may be affected more by changes in adult social care because in older age groups there are more women than men. More care is provided by women than by men in Oxfordshire meaning that women will be more greatly affected by changes to SEN transport and to children's services. This means that the cumulative impact of budget changes may be greater for women. However, as set out above, care will be taken to communicate fully with anyone likely to be impacted by proposed changes, to fully understand the potential impact and to mitigate as far as possible.

Just under 70% of the council's workforce is female with even higher proportion of female employees in some service areas such as children's services where over 85% of staff are female. This means that more women might be affected by changes which affect staff members, including restructuring of teams in the council and changes to the ways people work through our transformation programme. Full consideration of this, and any other potential implications, will be built into the project planning and consultation on any proposed changes.

The council operates an Equalities Policy and will carefully monitor impact of changes, ensuring employment policies relating to equality are understood and applied fairly. The Council annually publishes a review of its progress in promoting equality of opportunity within the workforce and will be able to continue to assess the impact on different groups.

Rural and urban communities

As at mid-2015, a third of the total population of Oxfordshire lived in areas defined as "rural" by the Office for National Statistics. Changes to Home to School transport for Children with SEN could have a greater impact on rural communities as there are more limited transport options available to these. This is unlikely to be significant as the project aims to find the best travel plan for each child on a case-by-case basis and will consider the local transport options for their situation.

Deprivation

Despite the relative affluence of Oxfordshire, income deprivation is an issue in urban and rural areas, affecting 14,000 children and 13,500 older people. Deprived communities and individuals often need use services more so are more likely to be more affected by demand management work in children's social care. However, in this work there will be careful consideration of safeguarding implications to ensure that vulnerable children continue to be protected and that all children are equally supported according to their need.

Other protected characteristics

At this stage we have not identified any specific impacts of our proposals on people sharing the protected characteristics listed below, beyond those issues discussed above:

- Gender reassignment
- Religion or belief
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation