

## Notice of a Meeting

### **Adult Services Scrutiny Committee Monday, 20 December 2010 at 12.45 pm County Hall**

#### **Membership**

Chairman - Councillor Don Seale  
Deputy Chairman - Councillor Mrs Anda Fitzgerald-O'Connor

*Councillors:*

Jenny Hannaby	Sarah Hutchinson	Larry Sanders
Dr Peter Skolar	Alan Thompson	David Wilmshurst
Anthony Gearing	Tim Hallchurch MBE	

#### **Notes:**

*Date of next meeting: 8 March 2011*

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

- Adult social services; health issues;

#### **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 Don Seale E.Mail: don.seale@oxfordshire.gov.uk
Committee Officer	- Sue Whitehead Tel : (01865) 810262 E-Mail: kath.coldwell@oxfordshire.gov.uk



Peter G. Clark  
County Solicitor

December 2010

## **About the County Council**

The Oxfordshire County Council is made up of 74 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 630,000 residents. These include:

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

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

## **About Scrutiny**

Scrutiny is about:

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

Scrutiny is NOT about:

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

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

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

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

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

## AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - see guidance note**
3. **Minutes**

To approve the minutes of the meeting held on 7 December 2010 (**AS3** (to be circulated separately)) and to note for information any matters arising on them.

4. **Speaking to or petitioning the Committee**

### SCRUTINY MATTERS

**To consider matters where the Committee can provide a challenge to the work of the Authority and its Partners**

5. **Service & Resource Planning 2011/12 - 2015/16 (Pages 1 - 178)**

The report (which is to be considered by each of the Scrutiny Committees on 20 December) forms part of a series relating to the Service and Resource Planning process for 2011/12 to 2015/16.

Each Committee will meet in turn to consider the Business Strategies and savings proposed for their service areas. Comments from each Committee will then be considered by Strategy & Partnerships Scrutiny Committee on 13 January 2011 prior to being fed back to Cabinet in order that they can take the comments into consideration in proposing their budget and Medium Term Financial Plan (MTFP) in January 2011.

The following annexes are attached:

Annex 1	Summary of proposed savings
Annex 2a	Children, Young People & Families Business Strategy
Annex 2b	Social & Community Services Business Strategy
Annex 2c	Community Services Business Strategy
Annex 2d	Community Safety Business Strategy
Annex 2e	Environment & Economy Business Strategy
Annex 2f	Customer Services Business Strategy
Annex 2g	Chief Executive's Office Business Strategy
Annex 3	Capital Prioritisation Assessment (to follow)
Annex 4	Areas for consideration by each Scrutiny Committee

The Director for Social & Community Services will be available to respond to questions. The Cabinet Member for Growth & Infrastructure will attend on behalf of the Cabinet

Member for Adult Services.

Officers from Financial Services will also be present at the meeting to answer any questions that the Committee may wish to ask.

***The Scrutiny Committee is invited to consider and comment upon the Directorate Business Strategy and proposed savings***

## Declarations of Interest

This note briefly summarises the position on interests which you must declare at the meeting. Please refer to the Members' Code of Conduct in Part 9.1 of the Constitution for a fuller description.

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

You must always declare any "personal interest" in a matter under consideration, ie where the matter affects (either positively or negatively):

- (i) any of the financial and other interests which you are required to notify for inclusion in the statutory Register of Members' Interests; or
- (ii) your own well-being or financial position or that of any member of your family or any person with whom you have a close association more than it would affect other people in the County.

### **Whose interests are included ...**

"Member of your family" in (ii) above includes spouses and partners and other relatives' spouses and partners, and extends to the employment and investment interests of relatives and friends and their involvement in other bodies of various descriptions. For a full list of what "relative" covers, please see the Code of Conduct.

### **When and what to declare ...**

The best time to make any declaration is under the agenda item "Declarations of Interest". Under the Code you must declare not later than at the start of the item concerned or (if different) as soon as the interest "becomes apparent".

In making a declaration you must state the nature of the interest.

### **Taking part if you have an interest ...**

Having made a declaration you may still take part in the debate and vote on the matter unless your personal interest is also a "prejudicial" interest.

### **"Prejudicial" interests ...**

A prejudicial interest is one which a member of the public knowing the relevant facts would think so significant as to be likely to affect your judgment of the public interest.

### **What to do if your interest is prejudicial ...**

If you have a prejudicial interest in any matter under consideration, you may remain in the room but only for the purpose of making representations, answering questions or giving evidence relating to the matter under consideration, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

### **Exceptions ...**

There are a few circumstances where you may regard yourself as not having a prejudicial interest or may participate even though you may have one. These, together with other rules about participation in the case of a prejudicial interest, are set out in paragraphs 10 – 12 of the Code.

### **Seeking Advice ...**

It is your responsibility to decide whether any of these provisions apply to you in particular circumstances, but you may wish to seek the advice of the Monitoring Officer before the meeting.

This page is intentionally left blank

Division(s): All

## **SCRUTINY COMMITTEES 20 DECEMBER 2010**

### **BUSINESS STRATEGY AND SERVICE & RESOURCE PLANNING 2011/12 – 2015/16**

#### **Report by County Council Management Team**

#### **Introduction**

1. This report forms part of a series relating to the Service and Resource Planning process for 2011/12 to 2015/16. On 21 September 2010 Cabinet agreed that the Business Strategies would be considered by Scrutiny Committees on 20 December 2010.
2. Each Committee will meet in turn and will consider the Business Strategies and savings proposed for their service areas. Comments from each Committee will then be considered by Strategy & Partnerships Scrutiny Committee on 13 January 2011 prior to being fed back to Cabinet in order that they can take the comments into consideration in proposing their budget and Medium Term Financial Plan (MTFP) in January 2011.
3. The following annexes are attached:
  - Annex 1 Summary of proposed savings
  - Annex 2a Children, Young People & Families Business Strategy
  - Annex 2b Social & Community Services – Adult social Care Business Strategy
  - Annex 2c Social & Community Services – Community Services Business Strategy
  - Annex 2d Social & Community Services – Community Safety Business Strategy
  - Annex 2e Environment & Economy Business Strategy
  - Annex 2f Customer Services Business Strategy
  - Annex 2g Chief Executive's Office Business Strategy
  - Annex 3 Capital Prioritisation Assessment (to follow)
  - Annex 4 Areas for consideration by each Scrutiny Committee

#### **Background**

4. The Service & Resource Planning reports to Cabinet in July and September 2010 set out that the expectation of significant reductions in funding in future years, which would require major changes to the way the Council does business. Cabinet agreed that additional savings of £100m should be used as a planning assumption for spending and grant reductions, to be achieved over the period 2011/12 – 2014/15. This was in addition to the £102m savings by 2014/15 in the 2010/11 – 2014/15 MTFP. Cabinet also agreed to a full review of the Capital Programme in the light of the March 2010 (Labour)

National Budget assumptions which included a 50% reduction in Capital Borrowing allocations, along with identified pressures.

5. To meet the challenges ahead a Business Strategy has been put in place. This is a programme that will enable the Council to deliver its required savings and will facilitate the cultural shift to a more dynamic and empowered organisation. The Strategy pulls together a series of strands of work, and ensures that with such high levels of change being managed that there is a single focussed overview. The key elements of the Strategy are:
- (a) Changing the way we work
  - (b) Reshaping Management
  - (c) Future of Shared Services and creation of Customer Service Centre
  - (d) A comprehensive Asset Management strategy
  - (e) A new Strategy for dealing with our customers, including managing our reputation
  - (f) Streamlined Service & Resource Planning processes and delivery of savings within Directorates
  - (g) Engagement and Consultation (Including Oxfordshire's Big Debate and staff suggestions for change)
  - (h) Community self-help

### Planned Savings Target

6. The additional £100m planning assumption for savings were anticipated to fall evenly over the four years to 2014/15 giving a total target of £202.4m. As reported to Cabinet on 16 November 2010 the planning target was subsequently reduced by £47.7m to £154.8m following an assessment of the Spending Review on 20 October 2010. However, as set out in the Business Strategy & Service & Resource Planning Factsheets [1](#)<sup>1</sup> and [2](#)<sup>2</sup> the timing of the savings has changed with more savings estimated to be required in 2011/12 and less in later years. It should be reiterated that this is still an estimate the actual grant position for 2011/12 will not be known until the Draft Local Government Finance Settlement. The table below summarises the current position and shows that £119.3m savings are estimated to be required from 2011/12 – 2014/15.

	£m
Original Target 2010/11 – 2014/15 (Current MTFP + Additional £100m target)	202.4
Less savings planned to be achieved in 2010/11	-35.5
<b>Original Target 2011/12 – 2014/15</b>	<b>166.9</b>
Reduce Additional Target of £100m to £67.2m	-32.8
	128.8
Council Tax grant doesn't drop out	-14.8
<b>Revised Target 2011/12 – 2014/15</b>	<b>119.3</b>
<b>Revised Target 2010/11 – 2014/15</b>	<b>154.8</b>

<sup>1</sup> Click to open Factsheet 1

<sup>2</sup> Click to open Factsheet 2



7. Once the Provisional Local Government Settlement is announced an addenda to the Service & Resource Planning Report for Cabinet on 21 December will be produced. It is likely that the savings required will change in light of this information.
8. The announcement of the Draft Local Government Finance Settlement then marks the start of a six week consultation period with the final settlement being announced in mid January. It is possible therefore that the figures contained in the settlement could be subject to change and remain draft until the final settlement.

### **New Pressures and Proposed Savings**

9. Directorate Business Strategies have been considered by the relevant Star Chamber as part of the Service & Resource Planning process. Some of the proposals were taken to a second Star Chamber for further challenge in November 2010.
10. The savings proposals are set out in Annex 1 to this report while the each of the Business Strategies are included at Annex 2. The savings proposals include a mixture of both previously agreed proposals which are still relevant and new proposals. These are annotated “N” where new, “E” where they are existing saving that were already built into the MTFP or “C” where they are a combination of the two – i.e. an existing saving that has subsequently been added to or reduced. Any new pressures are also noted in Annex 1 and are offset against the savings proposals. For ease of reference the second column of Annex 1 provides a link back to the associated Business Strategy which provides further explanation and context.
11. Each Scrutiny Committee is invited to consider and comment on the relevant Business Strategy plus the new pressures and proposals for savings contained therein and summarised in Annex 1.

### **Capital Programme**

12. The Service & Resource Planning report to Cabinet on 21 December includes a recommendation to adopt a set of principles for prioritising capital investment proposals. This is aimed at ensuring that the Council allocates capital resources in line with corporate objectives and priorities and considers what outcomes can be achieved by a particular project and how effectively it uses limited corporate capital resources.
13. The schedule at Annex 3 sets out the priority categorisations of capital projects and the amount required for each project currently in the Capital Programme (held by the moratorium) and new pressures. The Capital Investment Board has also reviewed and challenged the prioritisation. Once the amount of funding available is known, this will determine which schemes proceed. Scrutiny Committees are invited to comment on the proposed prioritisation of schemes as set out in Annex 3.

14. The draft Corporate Asset Management Plan Capital Strategy and will be considered by Strategy & Partnerships Scrutiny Committee in January 2011 and their comments will be taken into account by Cabinet in drafting their budget proposals on 25 January 2011.

### **Next Steps**

15. The comments from each Scrutiny Committee will be fed back to Strategy & Partnerships Scrutiny Committee for consideration on 14 January 2011. They will then offer an overall view on the Cabinet's proposed Revenue Budget 2011/12, Capital Programme, MTFP, Review of Charges and Asset Management Plan. The Cabinet will then finalise their budget proposals and propose the Revenue and Capital Budget for 2010/11 – 2014/15 on 25 January 2011, taking into consideration comments from Strategy & Partnerships Scrutiny Committee on 14 January 2010.

### **Financial and Legal Implications**

16. This report is mostly concerned with finance and the implications are set out in the main body of the report. Under the Local Government Finance Act 1992, the Council is required to set a budget requirement for the authority and an amount of Council Tax. This report provides information on the financial position for the authority which forms a basis for those requirements, leading to the budget requirement and Council Tax being agreed in February 2011.

### **Equality and Inclusion Implications**

17. An overarching Equality Impact Assessment setting out how all communities in the county will be affected by the proposals reflected in the Business strategies along with the need for mitigating action is being compiled and will form an annex to the Service & Resource Planning Report to Cabinet on 21 December 21010. Service level Equality Impact Assessments are also being drafted. These will be completed in time for consideration alongside the Cabinet's proposed budget in January 2011.

### **RECOMMENDATIONS**

18. **Each Scrutiny Committee is invited to consider and comment upon:**
  - (a) **the relevant Business Strategies, savings proposals and pressures for the relevant service areas;**
  - (b) **the priority of capital proposals for the relevant service area.**

JOANNA SIMONS  
Chief Executive

SUE SCANE  
Assistant Chief Executive & Chief Finance Officer

STEPHEN CAPALDI  
Assistant Chief Executive (Strategy)

MEERA SPILLETT  
Director for Children, Young People & Families

JOHN JACKSON  
Director for Social & Community Services

HUW JONES  
Director for Environment & Economy

DAVE ETHERIDGE  
Chief Fire Officer

Contact Officers: Lorna Baxter – Assistant Head of Finance (Corporate Finance)  
(Tel. 01865 323971)  
Alexandra Bailey – Corporate Performance & Review Manager  
(Tel. 01865 816384)

December 2010

This page is intentionally left blank

**Business Strategy & Service & Resource Planning Process  
Summary of Savings Proposals 2011/12 - 2014/15**

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
<b>Savings Proposals</b>				
Cross Directorate	-10.561	-12.434	-14.804	-17.437
Children, Young People & Families	-10.298	-14.443	-15.708	-16.887
Social & Community Services	-16.669	-27.763	-33.834	-40.050
Community Safety	-0.546	-0.990	-1.460	-1.560
Environment & Economy	-11.037	-18.174	-24.060	-27.328
Oxfordshire Customer Services	-1.789	-3.268	-3.922	-4.400
Chief Executive's Office	-1.516	-1.818	-2.118	-2.108
<b>Total Savings Identified</b>	<b>-52.416</b>	<b>-78.890</b>	<b>-95.906</b>	<b>-109.770</b>
Reduction in Passported Specific Grants	-3.900	-5.300	-4.900	-6.100
<b>Total Savings Identified including Passported Grants</b>	<b>-56.316</b>	<b>-84.190</b>	<b>-100.806</b>	<b>-115.870</b>
<b>Estimated changes to Funding:</b>				
Taxbase - increase compared to existing MTFP Assumption	-0.670	-0.670	-0.670	-0.670
One off contribution from Council Tax Collection Fund	-2.259			
<b>Total Savings Identified and Changes to Funding</b>	<b>-59.245</b>	<b>-84.860</b>	<b>-101.476</b>	<b>-116.540</b>
<b>Savings Target as per S&amp;RP Report to Cabinet on 16 November 2010</b>	<b>-58.650</b>	<b>-93.468</b>	<b>-107.384</b>	<b>-119.245</b>
<b>Under(+) / Over (-) achievement of Savings Target</b>	<b>-0.595</b>	<b>+8.608</b>	<b>+5.908</b>	<b>+2.705</b>

**Cross Directorate  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Service & Resource Planning Report Page		New (N)/ Existing (E)/ Combination (C)	2011/12	2012/13	2013/14	2014/15
				£m	£m	£m	£m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>					
	5	<b>Inflation Reductions</b>					
1		Inflation Savings agreed in existing Medium Term Financial Plan	E	-2.900	-5.300	-5.300	-5.300
2		Reduce pay inflation and inflation on expenditure budgets to nil in 2011/12	N	-1.200	-1.200	-1.200	-1.200
3		Savings from freezing pay for two years	N	-1.121	-2.301	-2.301	-2.301
4		Future Years inflation savings (lower base)	N			-2.500	-3.750
		<b>Subtotal Inflation Reductions</b>		<b>-5.221</b>	<b>-8.801</b>	<b>-11.301</b>	<b>-12.551</b>
5	5	National Insurance savings (announced in National Budget)	N	-0.662	-0.662	-0.662	-0.662
6	4	Savings in Strategic Measures budget to reflect reduction in size of Capital Programme	N	-0.378	-1.071	-2.511	-3.894
7	6	Terms & Conditions (subject to consultation)	N	-1.900	-1.900	-0.330	-0.330
10	7	One off Contribution from Insurance Fund	N	-2.400			
		<b>Total</b>		<b>-10.561</b>	<b>-12.434</b>	<b>-14.804</b>	<b>-17.437</b>

**Children, Young People & Families  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Reference		Notes	New (N)/ Existing (E)/ Combination (C)  Note 1 £m	2010/11 Indicative Gross Budget  £m	2011/12  £m	2012/13  £m	2013/14  £m	2014/15  £m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>							
		<b><u>New Pressures</u></b>							
1		External Contributions to Youth Offending Service ceasing		N	4.175	0.259	0.259	0.259	0.259
2		Speech & Language and Paramedical Services		N	0.656	0.135	0.065	0.065	0.065
3		Post 16 Special Educational Needs		N	1.126	0.137	0.137	0.137	0.137
4		Deferred Interest Loans		N	7.134	0.034	0.052	0.072	0.090
5	7.4	Training and staff development towards new ways of working		N	n/a	0.300	0.200		
6		Premature Retirement Compensation (Severance Panel)		N	3.435	0.350	0.350	0.350	0.350
7		All Rights Exhausted (ARE) - continuation of support to asylum seeker children following Appeal Court case		N	n/a	0.500	0.500	0.500	0.500
		<b><u>Savings arising from past decisions / external events</u></b>							
8		Building Schools for the Future - project funding no longer required - remove all future budgets		N	0.835	-0.996	-0.996	-0.393	-0.393
9		City Schools Reorganisation - savings realised post repayment of costs		N	0.597	-0.413	-0.594	-0.594	-0.594
10		Cessation of National Strategies within School Advisory Services		N	1.227	-0.672	-0.672	-0.672	-0.672
11		Cessation of Contactpoint and Play Pathfinder (full year impact)		N	0.166	-0.166	-0.166	-0.166	-0.166
12		Cessation of spend on Huntercombe - Youth Offending Service		N	0.055	-0.055	-0.055	-0.055	-0.055
		<b><u>Savings Proposals</u></b>							
13	7	New Early Intervention Service replaces a number of previous services		N	16.042	-3.700	-4.200	-4.200	-4.200
14	9.4 & 9.5	Special Educational Needs - out of county placements		N	6.823		-1.000	-1.000	-1.000
15	8.0	Children's Social Care		N	36.349	-0.500	-0.500	-0.500	-0.500
16	6	School Improvement		N	7.939	-0.318	-0.680	-0.798	-1.150
17	6.2	Outdoor Education Centres - move to self financing model		N	1.913	-0.100	-0.200	-0.300	-0.400
18	6.2	Equality and Diversity Achievement Service reduced		N	2.531	-0.240	-0.330	-0.380	-0.380
19	6.2	Restructure 16-19 Teams		N	0.564	-0.250	-0.500	-0.500	-0.500
20	6.2	Home to School Transport - procurement and route efficiencies		N	16.559	-1.556	-1.556	-2.056	-2.256
21	7.7	Early Years & Children's Centres		N	37.575	-1.500	-3.000	-3.500	-4.000
22	5.2	Commissioning, Performance & Quality Assurance will become a cross directorate service with S&CS		N	7.887	-0.400	-0.400	-0.400	-0.400
23	5.3	Family Information Service		N	0.356	-0.010	-0.020	-0.040	-0.040

**Children, Young People & Families  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Reference		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
24	6.2	Review existing local authority contribution to Schools Budget		N	2.195	-1.000	-1.500	-2.000	-2.195
25	9.6	Termination of some external contracts (ending 31.03.11)		N	0.137	-0.137	-0.137	-0.137	-0.137
		Less:							
26		Estimate of potential double counting within above			n/a		0.500	0.600	0.750
		<b>Total</b>			<b>156.276</b>	<b>-10.298</b>	<b>-14.443</b>	<b>-15.708</b>	<b>-16.887</b>
27		Delegated Schools Budgets - Protected			363.740				
28		YPLA Funding for FE Colleges - no longer OCC			41.327				
29		Inter-Directorate recharges			15.535				
30		Other Services			4.992				
		<b>Total Gross Budget</b>			<b>581.870</b>				

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.



**Social & Community Services - Adult Social Care  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page	Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b>Savings Proposals (-) &amp; Changes to Pressures (+)</b>						
	25	<b>New Pressures - All Client Groups</b>						
1		Prudential Borrowing costs - Deferred Interest Loans and Adult Social Care ICT system			0.074	0.163	0.241	0.282
	24	<b>New Pressures - Learning Disabilities</b>						
2		Independent Living Fund - change to national policy.			0.175	0.350	0.525	0.700
3		Funding of Further Education - change to national policy			0.080	0.160	0.240	0.240
	18-19	<b>All Client Groups</b>			19.549			
4		Occupational Therapy - services & equipment that encourage independence	E		-0.273	-0.405	-0.536	-0.549
5		Staff reductions following the introduction of Self Directed Support	C		-0.682	-0.772	-0.851	-0.920
6		Limit Contract Inflation	N		-0.038	-0.087	-0.137	-0.189
7		Other	C		-0.136	-0.172	-0.173	-0.173
	7-9	<b>Older People</b>			83.292			
8	23	Demography Increase - Older People	(1) N		0.895	1.158	1.289	1.394
9		Limit Contract Inflation	N		-1.117	-2.931	-5.099	-7.024
10		Review of Oxfordshire Care Partnership	E		-0.495	-1.236	-2.973	-3.857
11		Reduce costs of Internal Home Support	E		-1.000	-1.000	-1.000	-1.000
12		Cease Provision of Transport for Day Services	(2) N			-1.300	-1.300	-1.300
13		Savings from Resource Allocation System	N		-1.917	-3.053	-3.230	-3.621
14		Care Home Placement Reduction	N		-0.982	-1.314	-1.861	-2.351
15		Personal Care at Home Act - not implemented	(3) E		-2.800	-2.800	-2.800	-2.800
16		Other	E		-0.388	-0.337	-0.339	-0.342
	15	<b>Physical Disabilities</b>			7.512			
17	24	Demography Increase -Physical Disabilities	(1) N		0.102	0.206	0.370	0.534
18		Savings from Resource Allocation System	N		-0.487	-0.763	-0.882	-0.980
	12-13	<b>Learning Disabilities</b>			42.738			
19		Demography Decrease - Learning Disabilities	(1) E		-0.535	-1.152	-0.034	-0.835
20		Deregistration of Home Farm Trust Residential Services at Milton Heights and Banbury	E		-0.500	-0.256	0.088	0.088
21		Limit Contract Inflation	N		-0.118	-0.386	-0.674	-0.983
22		Framework Tender efficiency savings	E		-0.503	-0.754	-0.754	-0.754
23		Review of Internal Disabilities Service	E		-0.500	-1.000	-1.000	-1.000
24		Savings from Resource Allocation System	N		-0.680	-1.980	-3.280	-4.580
25		Other	E		-0.125	-0.250	-0.250	-0.250

**Social & Community Services - Adult Social Care  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
	17	<b><u>Mental Health</u></b>			8.361				
26		Savings from redesign of services delivered by the voluntary sector, workforce restructure in the Oxfordshire & Buckinghamshire Mental Health Trust and from the new Support to Independent Living contract.		C		-0.219	-0.474	-0.691	-1.025
	22	<b><u>Strategy &amp; Transformation</u></b>			33.818				
27		Transforming Adult Social Care: ending of the Social Care Reform Grant & project (saving relates to removal of expenditure budget)				-2.295	-2.295	-2.295	-2.295
28		Restructuring of Service and reduce management costs through merger with the Commissioning, Performance & Quality Assurance (CPQA) team in Children, Young People & Families Directorate.	(4)	N		-0.523	-0.753	-0.778	-0.778
29		Restructuring of Senior Management				-0.180	-0.180	-0.180	-0.180
30	23	Supporting People - reduction in spend (5% per annum)		N		-0.808	-1.576	-2.306	-2.306
		<b>Total</b>			<b>195.270</b>	<b>-15.975</b>	<b>-25.189</b>	<b>-30.670</b>	<b>-36.854</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

- (1) Demography reflects changes in demand for services resulting from changes in population in relevant service groups and increases in need .
- (2) Impacts on Integrated Transport Unit
- (3) £1.4m included in 2010/11 budget, plus a further £1.4m would have been added in 2011/12. Not now required as the Personal Care at Home Act will not be implemented.
- (4) Linked with Children, Young People & Families saving reference 22

**Social & Community Services - Community Services  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>							
	20	<b><u>Library Service</u></b>							
1		Restructure our library service.		N	8.700	-0.275	-1.613	-1.867	-1.887
	4	<b><u>Heritage &amp; Arts Services</u></b>							
2		Museums Service	(1)	C		-0.078	-0.277	-0.377	-0.377
3		Victoria County History		E		-0.112	-0.112	-0.112	-0.112
4		Heritage & Arts Office		N		-0.051	-0.102	-0.102	-0.102
5		Restructure History Service		N		-0.077	-0.163	-0.209	-0.221
6		Partnerships with Arts Organisations		N		-0.010	-0.153	-0.153	-0.153
7		The Mill Arts Centre		N				-0.090	-0.090
					2.879	-0.328	-0.807	-1.043	-1.055
	18	<b><u>Cultural &amp; Community Development</u></b>							
8		Cultural Development		C	0.868	-0.034	-0.034	-0.034	-0.034
	21	<b><u>Music Service</u></b>							
9		Restructure service and increase fees and charges		E	2.736	-0.057	-0.120	-0.220	-0.220
		<b>Total</b>			<b>15.183</b>	<b>-0.694</b>	<b>-2.574</b>	<b>-3.164</b>	<b>-3.196</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

(1) Includes removal of funding from Cogges Museum.

**Social & Community Services - Community Safety  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page	Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b>Savings Proposals (-) &amp; Changes to Pressures (+)</b>						
		<b><u>New Pressures</u></b>						
1		Fire & Rescue - Breathing Apparatus Training	N		0.050	0.050	0.050	0.050
	7	<b><u>Fire &amp; Rescue</u></b>						
2		Removal of one fire engine from the fleet. Savings, including staff reductions in support functions. Reductions in training, extension of fire appliance life, reduction in the wholetime firefighter establishment, more effective procurement.	C	24.675	-0.292	-0.464	-0.830	-0.830
	7	<b><u>Emergency Planning</u></b>						
3		Renegotiation of contracts, reduction in supplies and services and increased income from training.	E	0.370	-0.023	-0.028	-0.032	-0.032
	10	<b><u>Safer Communities</u></b>						
4		Reduced grant funding to Safer Community partnerships and/or make efficiencies through absorbing function into the new cross-directorate Communities Team.	N	0.884	-0.141	-0.141	-0.141	-0.141
	12	<b><u>Trading Standards</u></b>						
5		Reprovision of the Council's Consumer Advice Service through redirecting Oxfordshire residents to a national call centre	E			-0.102	-0.102	-0.102
6		Increase the level of grant funding	E		-0.020	-0.070	-0.070	-0.070
7		Management and Organisational Restructure	N		-0.120	-0.235	-0.235	-0.235
8		Review the provision of a trading standards service	N				-0.100	-0.200
				2.551	-0.140	-0.407	-0.507	-0.607
	15	<b><u>Gypsy &amp; Traveller Service</u></b>						
				0.894				
		<b>Total</b>		<b>29.374</b>	<b>-0.546</b>	<b>-0.990</b>	<b>-1.460</b>	<b>-1.560</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

**Environment & Economy**  
**Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page	Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>							
		<b><u>New Pressures</u></b>							
1		Waste Treatment Procurement (delay in savings realisation)	N				0.734		
2		Restructure Waste Recycling Centres	N		0.076	0.354	0.250	0.373	
3		Investment in Automated Energy Readers plus loss of LABGI funding assumed to be available in 2014/15.	N		0.020	0.020	0.020	0.070	
4		Pump Priming Investment to deliver reduction in the number of council properties	N		0.500	0.928			
5		Carbon Reduction Tax (streetlighting & non - schools)	N		0.294	0.343	0.416	0.489	
6		Carbon Reduction pressures due to change in government policy	N		0.127	0.195	0.248	0.293	
	8	<b><u>Highways &amp; Transport</u></b>							
8		Updated contribution to (+)/from (-) On & Off Street Parking Account following: a) re-introduction of street parking charges (£0.600m per annum) b) re-introduction of charges at park and ride car parks (£1.000m per annum from 2012/13)	C		0.741	-1.091	-1.038	-2.136	
9		<b>Transformation &amp; Restructuring</b> Management and staffing changes following the implementation of the new Transport Contract in 2010/11.	C		-0.330	-0.904	-1.054	-0.936	
10		<b>Street Lighting</b> Increase part night lighting by 28,000 units (2 phases of 14,000 units) and decommission areas of lighting.	C		-0.050	-0.150	-0.250	-0.350	
11		<b>Public Transport</b> Review current supported bus routes, improve contract efficiency and reduce levels of subsidy.	C		-0.900	-1.252	-1.853	-1.927	
12		<b>Road Safety</b> Ceasing of grant to the Safer Roads Partnership	C		-1.427	-1.327	-1.327	-1.327	
13		<b>Oxfordshire Highways</b> Efficiency & contract savings	E		-0.828	-2.198	-3.269	-3.269	
14		<b>Highways Maintenance</b> Reduction in highways repair and maintenance and response time.	C		-2.596	-2.596	-2.896	-2.896	
		<b>Subtotal Highways &amp; Transport</b>			<b>47.979</b>	<b>-5.390</b>	<b>-9.518</b>	<b>-11.687</b>	<b>-12.841</b>

**Environment & Economy  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
15	15	<b>Growth &amp; Infrastructure</b>							
16		<b>Transformation &amp; Restructure (Integrated Organisation Structure)</b> Directorate wide management and staffing changes.		C		-0.119	-0.450	-0.450	-0.450
17		<b>Service Transformation &amp; Restructure</b> Service, management and staffing changes including the rationalisation of Waste Recycling Centres.	(1)	N		-0.193	-0.151	-0.509	-1.091
18		<b>Service Prioritisation and Partnerships Review</b> including the Oxfordshire Waste Partnership (OWP).		N		-0.425	-0.984	-0.944	-1.797
19		Income realisation in Planning, Waste Management and Countryside		C		-0.057	-0.089	-0.215	-0.245
20		Waste Management Procurement Efficiencies		E		-0.237	-0.475	-1.697	-1.697
21		Offset taxation pressures from increased waste recycling and landfill diversion programmes		E		-4.155	-5.291	-7.638	-7.984
22		Carbon Reduction		C		-0.081	-0.149	-0.202	-0.247
23		Remove one off funding from the Waste Management Reserve		E		0.384	0.384	0.384	0.384
		<b>Subtotal Growth &amp; Infrastructure</b>			<b>33.056</b>	<b>-4.883</b>	<b>-7.205</b>	<b>-11.271</b>	<b>-13.127</b>
	23	<b>Property Asset Management</b>							
24		Reduction of non - schools Repairs & Maintenance by 40%		E		-1.270	-1.298	-0.524	-0.344
25		Procurement Savings		E			-0.550	-0.550	-0.550
26		Reduction of operational costs through Strategic Management of Property		C		-0.220	-0.852	-1.105	-1.100
27		Transformation & Restructuring of Property Services & Facilities Management		C		-0.230	-0.530	-0.530	-0.530
28		Utilise Section 106 funding		E		-0.061	-0.061	-0.061	-0.061
		<b>Subtotal Property Asset Management</b>			<b>18.012</b>	<b>-1.781</b>	<b>-3.291</b>	<b>-2.770</b>	<b>-2.585</b>
		<b>Total</b>			<b>99.047</b>	<b>-11.037</b>	<b>-18.174</b>	<b>-24.060</b>	<b>-27.328</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

(1) Requires capital investment

	<b>Net savings by Service Area after Pressures (line reference 1-7)</b>								
	Highways & Transport					-5.390	-9.518	-11.687	-12.841
	Sustainable Development					-4.366	-6.293	-9.603	-11.902
	Property Asset Management					-1.281	-2.363	-2.770	-2.585
	<b>Total</b>					<b>-11.037</b>	<b>-18.174</b>	<b>-24.060</b>	<b>-27.328</b>

**Oxfordshire Customer Services  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>						
1	5	<b><u>Cross Service</u></b>	C	0.426	-0.426	-0.427	-0.427	-0.427
		Business case savings.						
2	5	<b><u>Management &amp; Administration</u></b>	N	3.037	-0.181	-0.211	-0.211	-0.211
		Delete head of service post, change arrangements for postal services plus staff relocation expenses end in 2011/12.						
				3.463	-0.607	-0.638	-0.638	-0.638
3	7	<b><u>Human Resources</u></b>	C	7.954	-0.232	-0.420	-0.608	-0.796
		Review of function and processes, 20% reduction in staffing establishment, 20% reduction in Learning & Development budgets over four years, removal of area based grant.						
4	9	<b><u>Financial &amp; Management Accounting</u></b>	C	4.276	-0.023	-0.048	-0.085	-0.184
		Review of function, reduction in establishment reflecting the new directorate structure resulting from the Business Strategy. Reduction in bank charges in 2013/14, assuming reduced activity.						
5	18	<b><u>ICT</u></b>	C	21.992	-0.636	-1.560	-1.837	-1.911
		Retendering of the SAP support contract, review of staff structure, reduction in equipment refresh, virtualisation of the desktop estate, savings on Ordnance Survey mapping charges, audit of software usage, review of desktop support.						
6	11	<b><u>Customer Services Centre</u></b>	C	1.278	-0.261	-0.572	-0.724	-0.811
		Savings as identified in the original project business case.						
7	17	<b><u>Procurement</u></b>	E	0.671	-0.030	-0.030	-0.030	-0.060
		Savings resulting from a review of Procurement Services.						
	14	<b><u>Financial Services</u></b>		3.047				
	21	<b><u>Adult Learning</u></b>		4.987				
		<b><u>Food with Thought/QCS Cleaning</u></b>		8.400				
		<b>Total</b>		<b>56.068</b>	<b>-1.789</b>	<b>-3.268</b>	<b>-3.922</b>	<b>-4.400</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements. Includes internal recharges and one off budgets.

**Chief Executive's Office  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>							
		<b><u>New Pressures</u></b>							
1		Coroner's Service - transfer of function from Thames Valley Police, possible repatriation of military personnel to Brize Norton				0.051	0.131	0.137	0.193
2	4	<b><u>Personal Office/Business Support</u></b>		C	1.201	-0.165	-0.165	-0.165	-0.165
		Includes deletion of senior management and business manager posts							
3	4	<b><u>Change Fund</u></b>							
		Reduce annual contribution to the Change Fund		N	0.508			-0.100	-0.100
					1.709	-0.165	-0.165	-0.265	-0.265
4	5	<b><u>Human Resources (HR)</u></b>			2.053	-0.052	-0.213	-0.281	-0.281
		Includes review of provision of HR services and reduction in organisational development budget.		C					
5	7	<b><u>Corporate Finance &amp; Internal Audit</u></b>							
		Includes reduction in the Audit Fee, review and restructuring of services.		C	2.923	-0.289	-0.406	-0.460	-0.495
	9	<b><u>Law &amp; Governance Services</u></b>							
6		Legal Services - includes reduced use of counsel and increased income generation		E	2.104	-0.026	-0.083	-0.110	-0.110
7		Restructure Democratic Services		N	1.155	-0.283	-0.283	-0.283	-0.283
8		Coroner's Service - Review of Service		E	0.958	-0.012	-0.012	-0.012	-0.012
9		Members' Services - reduce number of members, deletion of political assistant posts		C	1.485	-0.146	-0.153	-0.210	-0.221
					5.702	-0.467	-0.531	-0.615	-0.626
	13	<b><u>Policy &amp; Partnerships and Communications, Marketing and Public Affairs</u></b>							
10		Review & restructure of Strategy & Partnerships.		N	2.463	-0.331	-0.371	-0.371	-0.371
11		Cease publication of "Oxfordshire" magazine		N	1.021	-0.263	-0.263	-0.263	-0.263
					3.484	-0.594	-0.634	-0.634	-0.634
		<b>Total</b>			<b>15.871</b>	<b>-1.516</b>	<b>-1.818</b>	<b>-2.118</b>	<b>-2.108</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements. Recharges to Corporate & Democratic Core excluded to remove double count.





# **Business Strategy**

## **2011/12–2014/15**

# **Children, Young People & Families Directorate**

## Business Strategy Summary

### Introduction

Our directorate Business Strategy outlines how, in order to achieve the significant savings required by the spending review and to be confirmed within the detail of the local government settlement, we propose to redesign and reshape our services for children, young people and families.

As part of the Council's Medium Term Financial Plan (MTFP) for 2010/2011 our Directorate already had a total of £6.5m savings required in this financial year plus pressures from previous financial years of £2.5m. This equates to £9.0m. Following the Emergency Budget in June 2010, we have also had to find savings on the in-year reductions in Area Based and Specific Grants of a further £2.2m. Therefore for this financial year we must reduce our budget by £11.2m. To date we are on track with meeting this years financial reductions (see Financial Monitoring Reports to Cabinet).

The nature of the financial challenges for 2011 onwards, in addition to the existing MTFP requires significant further savings from our Directorate. In order to meet these we need to fundamentally change the way our services are delivered. This includes how they are structured, consolidated and reduced whilst at the same time shaping them in a more co-ordinated way, based on research of what interventions work and how the most cost effective use of resources can be made in order to ensure children, young people and families are supported effectively.

Equality Impact Assessments (EQIAs) have been undertaken for the savings outlined as part of our business strategy proposals (Annex 1). We have taken the assessments into consideration in shaping our business strategy and will continue to review our EQIAs as part of our Service and Resource Planning for 2011 onwards.

### 1. Context

1.1. Our Directorate Business Strategy context has and will continue to change over the coming years. Our business strategy takes account of the County Council Business Strategy 2010 – 2016 that was published in June 2010, the priorities in Oxfordshire's Children and Young People's Plan and the Oxfordshire Safeguarding Children Board Business Plan.

1.2. Financial changes, new policy direction and new regulation systems are likely to have a considerable impact on our directorate, the whole council and importantly on the children, young people and their families who live in Oxfordshire. There are considerable challenges ahead for us, but also significant opportunities to seize in order to ensure our support for families and their children. Our business strategy must:

- Deliver good outcomes for all children and young people
- Secure for the poorest and most vulnerable in society, the ability to improve their outcomes by effectively targeting resources to those most in need<sup>1</sup>
- Engage non-state providers, communities or partnerships in delivering those outcomes locally
- Improve the economic efficiency and effectiveness of our activities.

---

<sup>1</sup> HM Treasury Approach of Spending Review June 2010

- 1.3. The nature of our funding, which is predominately through grant funding either through the Area Based Grants (ABG) or Specific Grants, is radically changing. Appropriate planning has been undertaken in the last few months in order to develop draft plans for our Service and Resource planning for the coming financial years. We have developed scenario planning to support us in the detail of our final proposals which will become firmer as soon as the Council receives sufficient detailed information on our Revenue Support Grant and on the capital resources allocated to us.
- 1.4. At the same time as the financial changes there are a number of national policy changes, not least within the schools' system. The Government recently published the Schools White Paper 'The Importance of Teaching' and this outlines the proposals for Schools and Local Authorities (LA). The White Paper proposes that LAs will have a 'strong strategic role as champions for parents, families and vulnerable pupils; promote educational excellence, through ensuring a good supply of school places, co-ordinating fair admissions and developing their own school improvement strategies to support local schools' . This role will be set in a significantly different environment both across Schools and across health, with greater autonomy for individuals, whether they are Head Teachers, General Practitioners or through the personalisation agenda, for individual families and children themselves.
- 1.5. The policy changes affecting our directorate do not only come from the Department of Education (DfE). For our children, young people and families we must also look at the whole range of government departments that directly and indirectly impact upon them. Some examples to illustrate this are:
- Communities & Local Government - Place Based Budgeting
  - Department of Work & Pensions - Benefit changes, Early Intervention Commission, youth unemployment
  - Ministry of Justice - Public law review
  - Home Office - Youth offending, drug strategy, changes to anti-social behaviour
  - Department for Culture, Media and Sport - review of music education
  - Department for Business, Innovation and Skills - Skills strategy, funding for Further Education, apprenticeships
  - Department of Health - Equity & Excellence for children's health, Kennedy Review
  - Foreign and Commonwealth Office - child trafficking, inter-country adoption
  - Ministry of Defence - service families' welfare and education.

Much of the legislation and change for children has yet to be announced in detail. For example:

- DfE have recently launched a consultation that will lead to a Green Paper on Special Educational Need (SEN). This is a significant area of financial pressure for us and we do not know how this will impact on us
  - The Munro Review of Child Protection (part one was published on 1<sup>st</sup> October 2010 part two will follow next year) is likely to have an impact on our practice and resources
  - Findings of the Early Intervention Commission – led by Iain Duncan Smith, Graham Allen and Sarah Teather which has in its remit financial resourcing.
- 1.6 We need to build our business strategy in a way that will be flexible and adaptable for the changes to come. Radically changing our resource allocation, getting the foundations right and continuing to meet our statutory responsibilities to give the most effective and efficient improvements in the outcomes for our children will require a redesigned approach.

## 2. Statutory Duties & Responsibilities (see Annex 2)

- 2.1 Our directorate is legislatively responsible and accountable for meeting the needs of children, young people and their families. The statutory and regulatory framework within which we operate is a complex one. Thresholds and interpretations of our duties are often the subject of challenge or judicial review. The Southwark judgement is an example which set a legal precedent affecting both our practice approach and our resource allocation. There are over 160 national indicators relating to the work of the directorate, we are aware that there is likely to be change to our national indicators in the coming few years. In the meantime we are required to submit data on these indicators and they form part of the statistical data releases that are scrutinised in the public domain.
- 2.2 We are responsible for ensuring that services meet the needs of children, young people and families across the entire spectrum of needs. The continuum of needs is best expressed as:
- **Universal** – for all children i.e. nursery education and school places with an emphasis on meeting universal needs in a way that provides good prevention for them and families to avoid their needs escalating
  - **Additional Needs** – for children who need more support than universal services provide in order to promote their wellbeing or who otherwise may become vulnerable children
  - **Specialist/Complex Needs** – for children in need of protection or with complex needs that require other specialist assessment and provision of services such as special educational needs. Annex 3 showing this continuum of needs as diagram, often referred to as ‘the Windscreen’.
- 2.3 As a directorate we have been reviewing our work, drawing on a number of sources to assist us including the Green Book (HM Treasury updated in August 2010), the framework of the Spending Review (HM Treasury June), knowledge reviews of research from the Centre for Excellence in Outcomes (C4EO) and Research in Practice to consider:
- What our statutory responsibilities are
  - How we are discharging our statutory responsibilities and how we might discharge them differently
  - Whether there are any activities that we are not statutorily required to deliver and how we might propose they are delivered differently
  - How to commission or provide services differently to ensure there is no duplication and that services are efficient and effective
  - Whether and how our activities might be provided by non-state providers, by citizens, wholly or in partnership
  - Whether we could commission our services differently using payment by results;
  - Where by changing our internal investment, savings could be achieved, service quality sustained or improved
  - How we can have a robust cost benefit approach to further improve our efficiency.
- 2.4 We have conducted staff seminars reaching over 400 staff and partners in our integrated teams (non-Schools FTE), setting out the challenges and opportunities facing us.
- 2.5 We have held a number of extraordinary Schools Forum meetings to discuss with our schools and governors the possible changes ahead. The changing landscape of commissioning requires us to prepare the ground and collaborate with a range of stakeholders to increase the likelihood of success.

- 2.6 Our draft business strategy will be circulated to all of our partners for comment and once the detail of our financial settlement is known further work will take place to finalise the budget proposals for the coming financial years.

### **3. Directorate Redesign (see diagrams in Annex 3)**

- 3.1 In order to get our foundations right and enable flexible adaptation of our business to the changes ahead, we are focusing on fundamental reshaping and redesign to:
- Eliminate duplication of service delivery
  - Consider how services can be re-commissioned internally or externally to reduce cost and ensure our statutory responsibilities are delivered effectively
  - Consider how we can consolidate and reduce similar functions across the directorate to give a more focused resource and capitalise on the partnership working that has been well established in our locality working
  - Enable our services to deliver in a cost effective way, ensuring the quality of service is maintained and continuously improved particularly for those in need of early support and our most vulnerable children in need of protection.
- 3.2 We have been focusing on the pathway for all children and young people (see diagram Annex 3) focusing on what research tells us about the most crucial points in children's lives to ensure they achieve best possible outcomes, how they can be identified early if they are not likely to achieve these outcomes and what evidence based support can be given to them and their families to enable them to recover and achieve those outcomes.
- 3.3 We recognise that all universal services available for children and families should promote their resilience offering effective preventative services to avoid needs from escalating. Where additional needs occur these are identified early to ensure that appropriate support can be provided to meet those needs. For children and families with specialist or complex needs services are provided to effectively meet their needs, reduce the risk of family breakdown and appropriately safeguard their welfare.
- 3.4 The recently published White Paper on Schools will be a key driver for business change in our role in education and schools and in shaping our services (See Para 6.1).

### **4. Children, Education & Families – Overview of Proposals**

- 4.1 As outlined in our corporate Business Strategy, from April 2011 the Directorate will be known as Children, Education & Families.
- 4.2 Our strategy for determining how best to use future and reduced resources has been to make sure that our proposals have been developed using a strong body of research evidence of what works best internationally, nationally and locally. We have taken into account our statutory responsibilities alongside the need to intervene earlier to prevent the need for more specialist and high cost services. Our priority has been to protect vulnerable groups and front line services above all else.
- 4.3 A significant part of our service re-design involves merging a number of teams into one new early intervention service. Our savings proposals therefore refer to the new team rather than titles of teams formerly used and understood such as Attendance Service, Inclusion Service, Youth service and Connexions. For further explanation please see section 7.
- 4.4 Our business strategy and Annex 1 are cross referenced LR = Line Reference to Annex 1 marked numbers 1-30.

Our proposals are grouped into four main headings:

- 1) **Management Review (including business & administrative functions)**
- 2) **Education (including School Improvement & National Strategies)**
- 3) **Communities (redesign of Early Intervention Services)**
- 4) **Social Care & Safeguarding**

## **5. Management Review (including business and administrative functions)**

- 5.1 Earlier this year we undertook a review of our management arrangements (above Team Manager Level). Our managers took part in the review and feedback has informed our proposals particularly around clear lines of accountability, spans of control and avoidance of duplication. We propose to reduce the number of managers in the Directorate whilst maintaining responsibility for high quality service delivery and accountability for improved outcomes which would mean a reduction from 50 to around 36. Associated administrative and business functions will also be affected accordingly. Where management and administrative savings arise these are included in the service specific budget proposal to avoid any double counting. (LR 13-23)
- 5.2 We propose to share business support functions with the Social and Community Services Directorate which will enable us both to become more efficient and make further savings in our Directorate of around £400,000. (LR 22).
- 5.3 The Family Information Service is also proposed to become part of our wider customer service offer from the council and savings are also expected to be made there through more efficient staffing structures of £10,000 in year 1 rising to £40,000 by year 4. (LR23).

## **6. Education (including School Improvement & National Strategies)**

- 6.1 In proposing to reshape these services we have taken into account the following assumptions:
- Headteachers and Governing bodies will be primarily responsible for school improvement
  - The LA will remain a local champion for children ensuring that children have a place in a good local school or early years provision, admissions are fair and vulnerable children supported
  - Parents/carers will be able to exercise greater choice in the provision for their child
  - Education commissioning (Nationally & Locally) will ensure high quality provision
  - Schools/Settings will need to be able to innovate and will have more curriculum freedoms
  - Services around schools and settings are determined by need
  - The most secure schools; our outstanding and good schools will be enabled to become autonomous and will be expected to support other schools/settings
  - Bespoke support to be brokered in from other strong schools, outside providers or necessary services.
- 6.2 **We propose:**
- Review Governor services with a view to either a) retaining a core service or b) potentially traded service or c) commission externally (LR16)
  - Ensure Schools Forum is presented with other options for services they may choose to commission and pay for from their funding (LR 16-18)
  - Reduce the supply of school improvement services to a proportional offer with outstanding and good schools receiving less support than satisfactory schools. (LR 16)

- Open discussions with Schools and Governors on expanded use of their school buildings.
- Outdoor education centres move to become self financing (LR 17)
- Rationalisation of other service structures in Equality & Diversity Achievement Service and 16-19 teams to reduce management and support costs (LR 18 – 19)
- Renegotiate contracts with transport companies for home to school transport alongside the impact of phased introduction of changes agreed in previous years (LR20). A £2.2m saving has been proposed in home to school transport up to 2015. However, £1.5m of this is already on course to be achieved through driving down the costs of contracts with suppliers of transport such as bus companies. The remainder of the money would be saved via the phased introduction of new arrangements for home to school transport, as extensively covered in the media in early 2010. Oxfordshire County Council was providing home to school transport to a level beyond its legal obligations. Cabinet approved a revised policy and the savings proposed are based on our implementation of that revised policy in the coming financial years.
- Review our contribution to Schools Budget to bring in line with government regulations and statutory levels (LR24). The county council currently makes an additional contribution of £3.3m per annum to the Schools Budget above the level required by government regulations. £1.2m of this additional contribution relates to providing places for pupils aged above 16 in the county's special schools, this budget is proposed to increase for 2011-12. The remaining £2.2m supports several functions within the Schools Budget including behaviour support and support for ethnic minorities. Government regulations anticipate that these budgets will be fully funded from Dedicated Schools Grant without an additional contribution from the local authority, therefore it is planned to withdraw the additional contribution of £2.2m over the four year period. Since June we have been discussing and updating Schools and Schools Forum in the light of the Emergency Budget and subsequent Spending Review. At the last Schools Forum they were made aware of the need for these issues to be considered, alongside other historic anomalies.
- Schools Forum retains a statutory function and as such any proposals will be taken through to Schools Forum for consideration.

## **7. Communities (Redesign of several existing services into integrated Early Intervention Service)**

### **7.1 In reshaping these services we have taken into account:**

- That further changes to early intervention will be made following the Early Intervention Commission and SEN Green Paper
- Prevention and early intervention is more cost effective and leads to better outcomes for children that prevent their needs escalating until they require more expensive and specialist service delivery
- The direction of travel outlined in the NHS consultations for Children, primary care and public health
- A review of Early Years Foundation Stage is currently underway and likely to lead to changes that will affect children's centres, early year's settings and link to the Allen Review of Early Intervention.
- A stronger evidence base of what interventions work with children, young people and their families continues to develop to enable more effective and cost efficient commissioning
- Significant resources have been developed to support learning, development, practice and management skills to support integrated working across disciplines and agencies.
- Enabling reductions in duplication of parts of existing job roles, enabling better use of capital resources to deliver cashable savings

- We have appraised the weaknesses and strengths of our current early intervention/youth service delivery

## 7.2 We propose:

- To re-design our existing resources to provide at a reduced cost a **single integrated Early Intervention Service. (LR13)**
- Base the new service on evidence from research about the most effective way of working with children, young people and their families to support their achievement of good outcomes.
- Add a locality to our service delivery model from 13 to 14 localities to be co-terminus with our 14 corporate localities.
- To work with our parents, carers, children and young people to help explore key features of the overall service design, to name the new teams and also to assist in the design of the services.
- The service will be capable of working locally with children, young people and families in all parts of the county, providing enhanced universal prevention/early intervention support to children and families with additional to complex needs; flexibly providing the right length, type and intensity of intervention. Provided by multi-disciplinary professionals. We have already had initial positive discussions with some colleagues in health, the police and schools and we will engage with them more formally about the service design and the possibilities of multi-agency professionals within these teams starting by sharing with them our draft Business Strategy.
- The services will be provided from seven hubs across the county, utilising youth centres and maximising the assets within our portfolio. Delivery of the service will be deployed out from the hubs as well as providing venues for activities, training, mobile working bases. Other resources would become spokes to the hubs to ensure that every locality was able to access services. Spokes would include Children's Centres and potentially GP surgeries, Schools and other locally provided services.
- To re-commission the services formerly provided by Connexions at the end of March 2011. We have considered three options assessing how to re-provide with a reduced sum of £1.9m including; 1) extending the contract and re-negotiating a reduced total amount let 2) ending it completely with a view to tendering a reduced cost service and 3) extending the contract for a few months more to ensure the existing provider is able to taper the reduction in order to protect service delivery for the most vulnerable NEET population.
- Some of our other current services would be recast in order to deliver the savings required and enable the services to be re-commissioned to improve the service offered. Other services/teams/workers making a contribution to delivery of the Early Intervention service and reducing their central function include behaviour, attendance, educational psychologists, children's centre outreach, youth offending pre-court prevention and diversion, integrated youth support.
- Once the total quantum of the financial resources is known (through the Local Government Settlement) we will then be in a position to outline the total number of staff that can be employed to provide the new Early Intervention Service.

## 7.3 Hubs would:

- Provide a platform from which frontline staff are deployed to deliver services locally, and from other sites or/and on an outreach basis
- Provide a venue for supervision, meetings and training
- Be managed by an experienced Manager based in the hub.



- Be staffed by a team with a mix of experience and expertise from each of the professional backgrounds below, able to respond to identified needs and draw upon available resources:
  - **Early Years Development and Parenting**
  - **Health and Wellbeing (Physical, Mental, Sexual)**
  - **Education, Employment and Training (EET)**
  - **Youth Justice/Anti-Social Behaviour**
- Include additional staff /resources from partner agencies (subject to our discussions with them)
- Harness additional resource through local volunteers; building on aspirations around community investment

#### **7.4 Challenges and Opportunities for Delivery of this Model:**

- It will be a significant challenge to have our new Early Intervention Service all in place for financial year 2011-12. We anticipate that we will need to phase in the service to ensure that existing statutory services are appropriately transferred into the new arrangements.
- Capacity of existing managers to manage processes alongside business as usual will be challenging although we have a significant number of managers who are experienced and looking to develop services in a new and innovative way for the benefit of local children, young people and their families.
- Practice, managerial and cultural change will be essential to support our new ways of working and we propose to invest in appropriate training, development and support for our new model of service delivery, including thresholds for support, procedures and redesigned business processes. Research on integrated practice is clear that it is essential to invest in on-going training and support to enable practice and cultural change to embed. We have identified an amount in next years budget (LR 5) for this purpose.

#### **7.5 What would the revised Early Intervention Service hubs look like?**

- The Early Intervention Service would be delivered through seven hubs across the county. This would mean a reduction in youth centres and maximising the assets within our portfolio, this needs to be in line with proposals from other Directorate Business Strategies and the corporate asset strategy will outline the approach across the county.
- Service delivery will be deployed from the hubs into localities as well as the hubs providing venues for activities, training, and mobile working bases.
- Other resources would become 'spokes' to the hubs to ensure that every locality was able to access services. Spokes would include Children's Centres, potentially GP surgeries, Schools, colleges and other provision. The work of the following will be included in the design of the new service:
  - Youth service
  - Youth offending service
  - Connexions service
  - Early years
  - Children's Centres
  - Parenting services
  - Substance misuse
  - Attendance and behaviour
  - Inclusion, Early Intervention, localities & extended services
- The Seven proposed hubs for the delivery of early intervention service will be capable of doubling up and delivering youth work in the evenings and weekends. The proposed hubs are:

- Banbury Young People's Centre - Wood Green
  - Bicester Courtyard
  - Witney Young People's Centre
  - Abingdon Net
  - Didcot Vibe
  - Two centres in Oxford – most likely to be East Oxford Union Street Young People's Centre and one other venue yet to be proposed
- We would continue small staffing eve/weekends in other centres in particular areas of need for example:
    - Blackbird Leys
    - Rose Hill
    - Barton
    - Berinsfield
    - Kidlington
  - We propose to continue with Riverside at Donnington Bridge as it generates income, and continue to run Duke of Edinburgh Award Scheme from that base, possibly seeking to align Princes Trust activity with this as well.
  - Most other youth work will need to be delivered through a community led and funded approach or would be de-commissioned and face closure. These include Eynsham, Wheatley, Wantage, Chiltern Edge and Thame on school sites and at Wolvercote, Saxon Centre (Headington), Cutteslowe, Carterton, Bampton, Standlake, Chipping Norton, Burford, Faringdon, Wallingford, Henley, Cholsey, Chalgrove, Chinnor and Watlington.
  - We have conducted a review of all of our youth centres, taking account of the needs of the local population of young people, premises information, condition of buildings, lease arrangements, use of by young people and other groups and what other youth activity takes place locally. This audit has informed our proposals.
  - A wide range of organisations including schools are being encouraged to enter into discussions with the council with a view to developing innovative community partnerships to run these centres.
  - We are in the process of developing a single children and young people's website. The current IYSS site will be incorporated into that; it will continue to provide up to date, interactive signposting services, advice and guidance and some resource will be required to support it.

#### **7.6 What would ex-Connexions provision – Information, Advice & Guidance (IAG) look like?**

- We plan to ensure that schools, special schools and colleges will continue to receive an IAG service pending the central government policy changes heralded around creating an all age careers advice and guidance service.
- A web site and advice line & data facility linked to single children's web site will provide IAG on line.
- One drop in centre retained – potentially Gloucester Green, other centres to be incorporated into hubs.
- Resource to support post 16 NEET would be incorporated into the hub teams.

#### **7.7 What changes would we see in support to Early Years and Children's Centres? (LR 21)**

Our strategy is to protect frontline services whilst streamlining central services to integrate current field and specialist roles and functions, this will mean;

- Funding for frontline services funded through formula (NEF and Children's Centres) would be protected, where possible, in accordance with any changed funding methodology through the Local Government Settlement and articulated by the Department of Education. Formula funding changes will be addressed through the separately announced national review of Dedication Schools Grant, Single Formula funding.
- We will be de-layering central management; this will involve redesign of support services and integration of a range of currently separately managed teams (Childcare Development, Advisory Teachers, Workforce Development, Children's Centre support, Parenting development, EY SEN Inclusion Teachers etc.)
- We will align centrally managed early years and children's centre teams with the overall Directorate re-design and shaping of the early intervention service, avoiding duplication and creating a seamless management structure
- We will create more efficient administrative processes
- Any consultation on changes to existing grants or subsidies to providers will be undertaken as part of our service and resource planning in accordance with appropriate legislation.

## **8. Social Care & Safeguarding**

### **8.1 In reshaping our services we have taken into account:**

- All the services provided by social care and safeguarding are for children with specialist/complex needs and include:
  - Contact, referral and assessment of statutory social care and child protection
  - Family support for children and families assessed under the Children Act as Children In Need (CIN)
  - Child protection services including services to children with a child protection plan
  - Support and services for children at risk of significant harm
  - Disabled children's services including respite care (day & night)
  - Looked After Children (LAC) regulated provision and support
  - Asylum seeking children and families
  - Leaving care services (depending on age of accommodation until the age of 25)
  - Children who are carers, parents who are carers
  - Adoption
  - Fostering
  - Children's Homes.

Within our new arrangements all of these services are to be retained but will be managed differently.

Following the death of Baby Peter Connolly in Haringey there has been both nationally and locally a significant increase in demand for child protection services from the Local Authority and partner agencies. Detailed data is available about this if required. Our revised arrangements proposed will seek to support our staff in continuing to meet these demands and support them in ensuring there is sufficient supervision, support and training for them.

### **8.2 We propose:**

- To reconfigure our management arrangements of the service (above Team Manager level). These changes will maintain clear accountability, improve spans of control and ensure effective prioritisation of workloads. At Team Manager Level and below we are not proposing a reduction of the number of staff responsible for the delivery of services. (LR 15)

- Further discussions with our statutory partners Police and Health to consider how we jointly can support more multi-agency assessment across our safeguarding responsibilities. To date we have had a number of positive discussions on how we might work more closely together to support child protection services.
- Initiate further work to drive down unit costs, ensuring internal resources consistently maintain occupancy; recruit and retain foster carers at less cost than externally commissioned placements; consider how further efficiencies and value for money can be achieved. (LR 15).
- We have received as part of the previous Government's Aiming High for Disabled Children's programme significant financial resource to expand the available short breaks for disabled young people and promote new ways of working across health, social care and other partners. This funding was due to end next year with resources to maintain provision to be given within the Local Government settlement. In developing the revenue budget for 2011/12 and beyond we have planned that the total available Aiming High funding would be available.
- Given the overall budget position and the need to meet a £500k reduction within Children's Social Care it is proposed that a total of £300k is found within the overall provision of contracts. This will leave a significant level of resource to provide continuing support for disabled children. Within 2011/12 we propose to explore the possibility of whether a charge (based on ability to pay) could be considered. The balance of £200k will be met from the agency placement budget currently utilised to make out of area placements. (LR15).

## 9. Capital, Contracts & Service Level Agreements

9.1 We are still awaiting the DfE's decisions on a number of capital schemes and once the entire capital allocations are known along with the revenue grant funding for the LA and for schools we may need to consider our options. This may include the need to explore the continuing viability of small schools across the county.

### 9.2 Overview

- The top priority is keeping existing schools 'safe, dry and warm' i.e. essential Repairs and Maintenance and Health and Safety
- Next is 'Basic Need' i.e. ensuring sufficiency of school places: c£18m (made up of specific 'Basic Need' allocation, Primary Capital Programme funding and temporary classroom programme)
- Other pressures include: major housing developments c£40m not funded through development requiring 15+ primary schools and 3 secondaries.
- Programmes dependent on funding 'left over': secondary modernisation, primary modernisation.

### 9.3 Early Intervention Service – possible capital implications

We propose to:

- Retain 6 young peoples centres as premises for 'hubs' and select another City location
- Review existing lease arrangements on other premises
- Dispose of or make new arrangements for running & maintenance responsibility of 20 Oxfordshire County Council owned sites
- Options include:
  - A community led model with robust short term lease arrangements
  - Further develop co-location opportunities to rationalise premises with partners and voluntary and private sector
  - Disposal with capital receipt

#### 9.4 Invest to save proposal to reduce Residential SEN expenditure on Out of County (OOC) placements by utilising existing but decommissioned capital asset

- We currently have 23 children with Autistic Spectrum Disorders (ASD) placed in OOC SEN residential placements at a cost of £2.7m per annum. ASD diagnosis/prevalence is increasing and we have recently had a tribunal upheld against us that illustrates the difficult position the LA have under current SEN regulations. (LR14)

#### 9.5 Opportunities

- If we could utilise an existing OCC capital asset (one that is proposed for decommissioning) we could provide an 8 bedded ASD residential unit in county.
- Outline Costs:
  - **CAPITAL:** Assume use existing council building
  - 350m2 for 8-bed unit @ £1,000 per m2 = £350,000
  - Add in furniture & fittings + contingency = **£400,000**
  - **REVENUE:** £60k per unit cost x 8 = £480,000
  - Potential Saving full year effect around **£1.5 - 2m**

#### 9.6 Contracts/Service Level Agreements (SLAs)

- The majority of our contracts and SLAs are grant funded. We have outlined above where we are proposing changes to particular contracts that are due to cease at the end of March 2011. We will be discussing the process of how best to review our existing contracts and SLAs with Oxfordshire Community and Voluntary Action (OCVA). In addition we have commenced a review of other contracts and SLAs to:
  - Profile and confirm the contracts/SLAs ending March 2011 and onwards.
  - Identify contracts where efficiencies are feasible through service re-design
  - Review remaining contracts and SLAs against the Business Strategy and consider whether further re-commissioning is needed.
  - Assess whether or not the service provided is statutory.
  - If statutory, assess whether reductions can be made in the volume purchased
  - Negotiate with the provider to reduce costs/charges against existing provision and/or introduce other efficiencies.
  - Consider alternative ways of delivering the services with the community, voluntary, independent or business sector.
- The volume of our contracts and SLA's will be a challenge for the directorate, compliance with statutory procurement requirements and the Voluntary Sector Compact (National/Local) will mean that this process will take time to complete. Engagement with the community, voluntary and independent sector will be essential to manage this process.
- In addition to items referred to above as part of early intervention and social care services we are proposing to save £137k in year 1 based on contracts already renegotiated or ending (LR25).

### 10. Proposed Policy Changes

- 10.1 In order to support the above proposals there are a number of policy changes that would be needed. The main ones are listed below:
- Changes to our School Improvement offer for Schools following the recent publication of the white paper 'The Importance of Teaching' (LR16)
  - Reshaping of integrated youth support, inclusion and other early intervention services to create a single early intervention service with consequential changes to youth centres (LR13)

- Re-visiting eligibility criteria and charging policy (based on ability to pay) for access to some specialist services including respite care for disabled children, looked after children's services where children are accommodated at the request of their parents (S.20 Children Act 1989) (LR15)
- Revise our policy on providing financial support to those where All Rights have been Exhausted (ARE).

## **11. Conclusion**

Our business strategy aims to continue to deliver high quality services within a smaller financial envelope and to focus on the children, young people and families in greatest need whilst at the same time investing in preventative work to prevent their needs and the costs of meeting their needs escalating.

Given the significant changes to the ABG and Specific Grants outlined we cannot simply take the funding of those grants out and leave the rest of the Directorate as it is. Many of the grants are supporting activities which have a statutory basis and some of our core budget is supporting activities with lesser or no statutory requirement. In order for us to achieve the savings we must take a directorate wide approach and our business strategy set out what our radically re-designed service that will deliver the statutory requirements, at a reduced cost, taking into account evidence of what we know works best for children, young people and their families and what provides best value for money.

We propose in our business strategy simpler structures , combined teams to significantly streamline our management and administrative functions; creating lean teams, with decision making closer to the front-line, capable of acting swiftly rather than signposting to others and reducing duplication for children, young people and their families. This will make better use of our limited financial resources and uses multi-disciplinary and multi-agency working to best effect.

We plan to work closely with communities, our partners to broker new ways of working to deliver some aspects of our services that we can no longer fund in the same way as before. We have existing consultation routes to children, young people and their families through our sounding boards within Oxfordshire Children & Young People's Trust Board and will use these and other ways to ensure that those who use our services are consulted about the changes we propose and on how we can best design services to meet their needs. Our business strategy will go to all of the staff working with the Directorate and they too will be involved in the development of our strategy.

We are aware that until the financial envelope for the coming years is known we cannot give a definitive number of how many jobs will be changed or precisely how many staffing reductions will have to be made. We are awaiting the financial settlement which will ultimately determine the level of resource available to us.

**Meera Spillett Director for Children, Young People and Families  
& Directorate Leadership Team**

Line Reference	BS Reference	Proposed Change to Budget	2010/11 Gross Budget (Original Estimate) £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
		<b>Savings Proposals (-) &amp; Changes to Pressures (+)</b>					
		<b>New Pressures</b>					
1		External Contributions to Youth Offending Service ceasing	4,175	+259	+259	+259	+259
2		Speech & Language and Paramedical Services	656	+135	+65	+65	+65
3		Post 16 Special Educational Needs	1,126	+137	+137	+137	+137
4		Deferred Interest Loans	7,134	+34	+52	+72	+90
5	7.4	Training and staff development towards new ways of working	n/a	+300	+200	+0	+0
6		Premature Retirement Compensation (Severance Panel)	3,435	+350	+350	+350	+350
7		All Rights Exhausted (ARE) - continuation of support to asylum seeker children following Appeal Court case	n/a	+500	+500	+500	+500
		<b>Savings arising from past decisions / external events</b>					
8		Building Schools for the Future - project funding no longer required remove all future budgets	835	-996	-996	-393	-393
9		City Schools Reorganisation - savings realised post repayment of costs	597	-413	-594	-594	-594
10		Cessation of National Strategies within School Advisory Services	1,227	-672	-672	-672	-672
11		Cessation of Contactpoint and Play Pathfinder (full year impact)	166	-166	-166	-166	-166
12		Cessation of spend on Huntercombe - Youth Offending Service	55	-55	-55	-55	-55
		<b>Savings Proposals</b>					
13	7	New Early Intervention Service replaces a number of previous services	16,042	-3,700	-4,200	-4,200	-4,200
14	9.4&9.5	Special Educational Needs - out of county placements	6,823	+0	-1,000	-1,000	-1,000
15	8	Children's Social Care	36,349	-500	-500	-500	-500
16	6	School Improvement	7,939	-318	-680	-798	-1,150
17	6.2	Outdoor Education Centres - move to self financing model	1,913	-100	-200	-300	-400
18	6.2	Equality & Diversity Achievement Service reduced	2,531	-240	-330	-380	-380
19	6.2	Restructure 16-19 Teams	564	-250	-500	-500	-500
20	6.2	Home to School Transport - procurement and route efficiencies	16,559	-1,556	-1,556	-2,056	-2,256
21	7.7	Early Years & Children's Centres	37,575	-1,500	-3,000	-3,500	-4,000
22	5.2	Commissioning, Performance & Quality Assurance will become a cross directorate service with S&CS	7,887	-400	-400	-400	-400
23	5.3	Family Information Service	356	-10	-20	-40	-40
24	6.2	Review existing local authority contribution to Schools Budget	2,195	-1,000	-1,500	-2,000	-2,195
25	9.6	Termination of some external contracts (ending 31.03.11)	137	-137	-137	-137	-137
		Less:					
26		Estimate of potential double counting within above	n/a		+500	+600	+750
		<b>Total Savings Proposals net of new pressures</b>	<b>156,276</b>	<b>-10,298</b>	<b>-14,443</b>	<b>-15,708</b>	<b>-16,887</b>
27		Delegated Schools Budgets - protected	363,740				
28		YPLA Funding for FE Colleges - no longer OCC	41,327				
29		Inter-Directorate recharges	15,535				
30		Other Services	4,992				
		<b>Total Directorate Original Budget 2010-11</b>	<b>581,870</b>				

## CYP&F Summary of Current Statutory Duties & Responsibilities

N.B. a number of these are already scheduled to change due to recent legislative proposals.

### Main Areas of Statutory Duty:

Education  
Social Care/Youth Services

### Education

There are four main areas of statutory responsibility relating to schools:

1. **Strategic Management**
2. **Special Educational Needs, Behaviour & Education**
3. **School Improvement, Inclusion & Attendance**
4. **Access**

#### 1. Strategic Management:

- Planning for the education service as a whole
- The administration of committees dealing with education
- Revenue budget preparation, the production and publication of accounts and central/internal audit
- Administration of grants to the authority
- Authorisation and monitoring of expenditure which does not form part of schools' delegated budgets
- Recruitment, training and personnel management of staff funded by expenditure not forming part of schools' budget shares
- Investigations which the authority carries out on employees or potential employees of the authority or governing bodies of schools
- Functions of the authority as employer in relation to superannuation which it is not reasonably practicable for another person to carry out
- Advice, in relation to the authority's statutory functions, to governing bodies in relation to staff employed at a school
- Determination of conditions of service for non-teaching staff and advice to schools on the grading of such staff
- Consultation with governing bodies and persons employed at schools or their representatives
- Compliance with the authority's duties under the Health and Safety at Work Act 1974 through functions delegated to the governing bodies of schools
- Legal services relating to the statutory functions of the authority
- The preparation and review of plans involving collaboration with other local authority services or with public or voluntary bodies
- The preparation and review of plans involving collaboration with other local authority services or with public or voluntary bodies
- The preparation, modification and revision of an Early Years Development Plan and Children & Young People's Plan
- Provision of information to or at the request of the Crown and the provision of other information which the authority is under a duty to make available
- SACRE (Standing Advisory Council for Religious Education) expenditure



- Expenditure on establishing and maintaining electronic computer systems, including data storage, in so far as they link, or facilitate the linkage of, the authority to schools which they maintain, such schools to each other or such schools to other persons or institutions
- Expenditure on the appointment of governors, the making of instruments of governance, the payment of expenses to which governors are entitled and which are not payable from a school's budget share and the provision of information to governors
- Advice and approval regarding the provision of extended services and Governors exercise of community facility powers
- Duties under the Childcare Act 2006 including adequate integrated early years provision and facilitating access to that provision
- Arrangements for the sufficient provision of Children Centres
- Duties to provide assistance to and to assess those who provide Childcare.

## **2. Special Educational Needs, Behaviour and Education**

Every Local Authority must ensure appropriate assessment provide for the needs of children with a Special Educational Need (SEN). The LA is responsible for behaviour support and education out of school. The legal definition of SEN:

- To promote high standards of educational achievement and ensure fair access to educational opportunity
- The quality of teaching
- The quality of leadership and management
- School Improvement Partners
- Monitoring of home education arrangements
- Governor Support Services supporting and advice for governors and governing bodies. Governing bodies have a crucial role to play in school improvement. This involves setting the direction for their school
- Serve notices and School Attendance Orders under Section 437 of the Education Act 1996 on the parents of a child who does not appear to be receiving suitable education
- Institute and conduct proceedings under Section 443 of the Education Act 1996 against parents who have failed to comply with the requirements of a School Attendance Order
- Institute and conduct proceedings under Section 444 of the Education Act 1996 against parents where a child fails to attend regularly at school
- Issuing of penalty notices for school non-attendance
- Making applications for and supervising parenting orders
- Conduct proceedings under Section 36 of the Children Act 1989 for an Education Supervision Order to safeguard the child's welfare
- Prevent breakdown of discipline in schools by exercise of powers conferred by Section 62 of the School Standards and Framework Act 1998 following the issue of a warning notice under Section 15(2) of that Act
- Determine for the purposes of the regulations whether any person is to be treated as a parent of a registered pupil at a school (Section 41 School Standards and Framework Act 1998)
- Make arrangements under section 67 and Schedule 18 of School Standards and Framework Act 1998 for enabling the relevant person to appeal against any decision of the governing body of a school under Section 66 of the School Standards and Framework Act 1998 to reinstate a pupil who has been permanently excluded from a school maintained by the Authority
- Make arrangements under section 52 Education Act 2002 to enable a relevant person to appeal against a decision of a headteacher of a maintained school to permanently exclude a pupil

- In conjunction with the governing bodies bring proceedings to remove any person from educational land or property who causes or permits nuisance or disturbances to the annoyance of persons who lawfully use the premises (Section 547 Education Act 1996)
- Serve notice on employers or parents to prohibit or restrict employment of school children in such a manner as to be prejudicial to health or from obtaining the full benefit of education (Section 559 Education Act 1996)
- Proposing the making and amending of byelaws relating the children

Each LA must establish a Parent Partnership Service to provide parents with a whole range of advice and information about the special educational needs process.

The local authority must publish information about the services it provides for children in need and their families. This must be made available to the people who might benefit from the services.

The LA must establish a mechanism for resolving disputes about the assessment and statementing process.

## **2. School Improvement, Inclusion and Attendance**

- To promote high standards of educational achievement and ensure fair access to educational opportunity
- The quality of teaching
- The quality of leadership and management
- School Improvement Partners
- Monitoring of home education arrangements
- Governor Support Services supporting and advice for governors and governing bodies. Governing bodies have a crucial role to play in school improvement. This involves setting the direction for their school.
- Serve notices and School Attendance Orders under Section 437 of the Education Act 1996 on the parents of a child who does not appear to be receiving suitable education;
- Institute and conduct proceedings under Section 443 of the Education Act 1996 against parents who have failed to comply with the requirements of a School Attendance Order
- Institute and conduct proceedings under Section 444 of the Education Act 1996 against parents where a child fails to attend regularly at school
- Issuing of penalty notices for school non-attendance
- Making applications for and supervising parenting orders
- Conduct proceedings under Section 36 of the Children Act 1989 for an Education Supervision Order to safeguard the child's welfare
- Prevent breakdown of discipline in schools by exercise of powers conferred by Section 62 of the School Standards and Framework Act 1998 following the issue of a warning notice under Section 15(2) of that Act
- Make arrangements under section 52 Education Act 2002 to enable a relevant person to appeal against a decision of a headteacher of a maintained school to permanently exclude a pupil
- In conjunction with the governing bodies bring proceedings to remove any person from educational land or property who causes or permits nuisance or disturbances to the annoyance of persons who lawfully use the premises (Section 547 Education Act 1996)
- Serve notice on employers or parents to prohibit or restrict employment of school children in such a manner as to be prejudicial to health or from obtaining the full benefit of education (Section 559 Education Act 1996)
- Proposing the making and amending of byelaws relating the children

#### 4. Access

Responsibility to provide an “Education infrastructure” of school places, buildings and facilities; for ensuring that children can take up a place at school and ensuring that pupils attend school.

It includes the following activities:

- Securing sufficient schools for providing primary and secondary education to meet the needs of the population
- Management and implementation of the LA’s Asset Management Plan and capital programme
- The planning and supply of school places, including the preparation of the School Organisation Plan
- Admissions, including appeals arrangements, for Community and VC schools
- Servicing school organisation committees and admissions forums
- Administrative costs involved in the exclusion of pupils from schools including advice to parents of an excluded pupil and provision of tuition
- Processing applications for Home to school transport, making transport provision and arranging for appeals against school transport decisions
- Provision and administration of clothing grants and board and lodging grants. Provision and administration of educational maintenance allowances (i.e. scholarships, exhibitions and bursaries or other allowances for pupils over compulsory school age to enable them to take advantage of any educational facilities available to them), where such expenditure is not supported by grant
- The Education Welfare Service and other expenditure arising for school attendance functions
- School meals and the maintenance and repair of kitchens at primary and special schools which have elected not to receive delegated funding;
- The assessment of eligibility for Free school Meals
- The provision of milk in any school, including expenditure supported by EU subsidies

Other Educational statutory responsibilities:

- The identification of children of compulsory school age who are not enrolled at a school or being satisfactorily educated otherwise (section 436A Education Act 1996)
- Arranging for the provision of education for those pupils unable to attend school (section 19 Education Act 1996)
- Dealing with certain complaints as to the exercise of statutory responsibilities
- secure that the facilities for primary and secondary education provided for the area include adequate facilities for recreation and social and physical training for children who have not attained the age of 13 (section 507A Education Act 1996)
- Secure for qualifying young persons in the authority's area access to sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities
- Make arrangement to promote cooperation between the authority itself, its relevant partners and such other persons or bodies as it considers appropriate to improve the well-being of children (section 10 Children Act 2004)

- Promote cooperation between partners for those involved in provision of education or training for 14 – 19 year olds
- Promote the effective participation in education or training of persons of persons over compulsory school age but under 18 and identify those not so participating
- Make available to young persons and young adults with learning difficulties for whom it is responsible such services as it considers appropriate to encourage, enable or assist the effective participation of those persons in education or training

## **Social Care/Youth**

There are 8 main areas of responsibility:

1. Children in Need
2. Family Support & Well Being of Children
3. Safeguarding, Accommodation and Looked After Children
4. Assessment and provision on support to specific groups of children
5. Information, Advice, Guidance (IAG) and assistance
6. Consultation & Views
7. Safe management of young offenders and prevention of offending/re-offending
8. Secure so far as reasonably practicable access to sufficient educational leisure-time activities and sufficient recreational leisure-time activities

### **1. Children In Need**

- Every local authority (LA) must protect and promote the welfare of **children in Need** in its area. To do this it must work with the family to provide support services that will enable children to be brought up within their own families

The legal definition of **Children in Need** includes children under age of 18 years old who need local authority services to:

- Achieve or maintain a reasonable standard of health or development
- Prevent significant or further harm to health or development or where they are disabled.

### **2. Family Support & Well Being of Children**

As a LA we have a 'general duty' to provide family support services for all children in our county. We have broad discretion about how to use resources to best meet the needs of the most vulnerable children and families. We also must improve the well-being of young children, reduce inequalities between young children. The Apprenticeship, Skills, Children and Learning Act 2009 defines wellbeing to include:

- Physical, mental health and emotional well-being
- Protection from harm and neglect
- Education, training and recreation
- The contribution made by them to society
- Social and economic well being

### **3. Safeguarding, Accommodation and Looked After Children**

As a LA we have a duty to safeguard and promote the welfare of children and undertake child protection enquiries with our statutory partners Health and the Police where risk of significant

harm is suspected. Once looked after we have responsibilities to our looked after children. Depending on when they become looked after these duties can extend to the age of 25. We must also comply with regulations governing inspected social care services including fostering, adoption, children's homes and domiciliary care for children. We have specific legal duties to provide post adoption support to any children adopted

#### **4. Assessment and provision of support to specific groups of children**

As a LA we have duties to assess particular groups of children, these include:

- Disabled children
- Children/parents who are carers
- Children affected by HIV/Aids
- Asylum seeking children
- Families without recourse to public funds

#### **5. Information, advice, guidance (IAG) and assistance**

As a LA we have duties to ensure information, advice, guidance and assistance is provided to:

- Parents or prospective parents on childcare, other services, facilities or publication that may be of benefit to them;
- Publish services provided (by us or other providers) under the above legislation;
- Ensure particular groups including parents/carers of disabled children or young people have access to IAG and assistance through assessment of their needs;
- Young people, including publishing information about positive leisure time activities and keep this information up to date
- publicise up to date information about positive leisure-time activities, and facilities for such activities, in the authority's area

#### **6. Consultation and Views**

As a LA we are required to 'have regard' to information about the views of young children in making arrangements for early childhood services.

We have duty to consider the 'wishes and feelings' of children and young people as part of any assessment of their needs.

For young people we also must take steps to ascertain the views of young people about positive leisure time activities and facilities.

#### **7. Safe management of young offenders and prevention of offending/re-offending**

The YOS meets the local authority's statutory responsibilities to reduce offending and reoffending in accordance with the 1998 Crime and Disorder Act and the 2008 Criminal Justice and Immigration Act. This includes a wide range of interventions to prevent offending and where appropriate to divert young people from the youth justice system, as well as to supervise, support and enforce statutory pre-court and post-orders and together with a wide range of partners to meet responsibilities in relation to safeguarding, risk and vulnerability management and public protection.

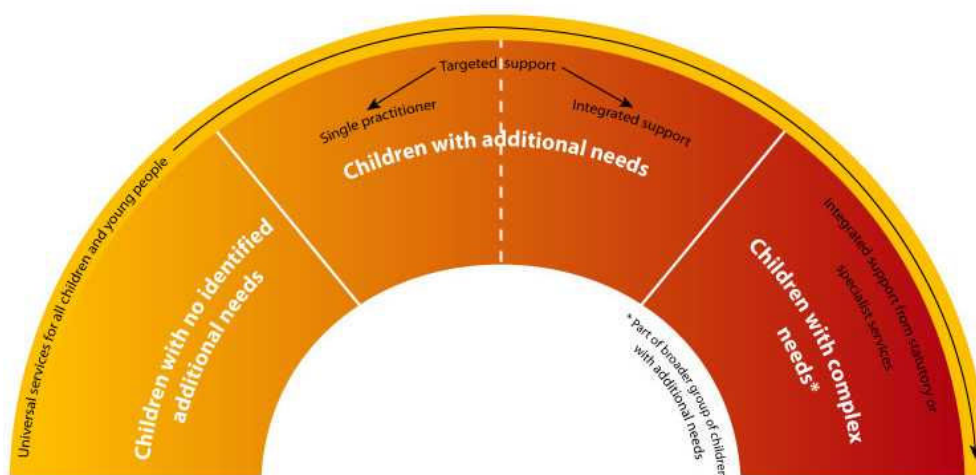
## 8. Sufficient educational leisure-time activities and sufficient recreational leisure-time activities

Education Act 1996; we have a duty to secure so far as reasonably practicable access to sufficient educational leisure-time activities and sufficient recreational leisure-time activities for young people aged 13 to 19 and up to 25 for those with disabilities.

## Annex 3

### Our Service Re-Design Pathways

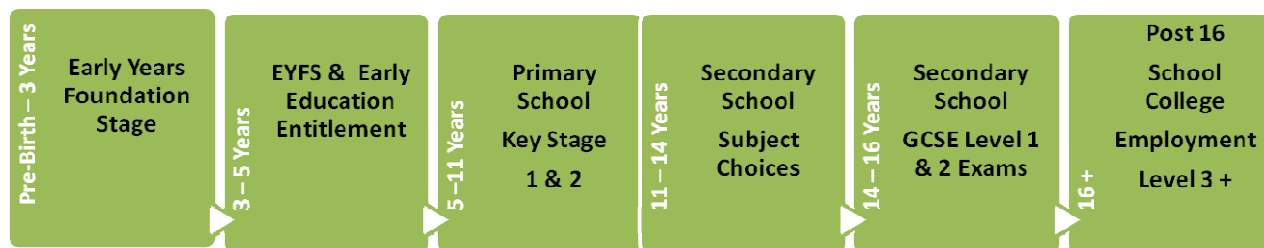
#### Universal to Specialist Services



The diagram above helpfully illustrates the range of services provided by our Directorate from universal services at the left hand side of the 'windscreen' accessed by all, to more targeted services aiming to prevent problems from worsening in the middle sector. Evidence tells us that intervening early is essential to prevent problems escalating for children young people and families and reduces the need for more specialist services at the right hand side of the windscreen.

The diagram below outlines the pathway we have used to form the basis of our re-design template. Periods of transition are key for our children and we have used evidence of what works best at each stage of a child's life to inform the shape of our future approach.

## Continuum of Provision



This page is intentionally left blank





# **Business Strategy**

**2011/12 – 2015/16**

## **Social & Community Services Adult Social Care**

## Directorate Statement

The Social & Community Services vision is to support and promote strong communities so that people live their lives as successfully, independently and safely as possible.

The directorate has two primary functions:

- 1) the delivery of targeted services to the most vulnerable members of the community of Oxfordshire to keep them safe and well *and*
- 2) the delivery of universal community services to the whole population in Oxfordshire.

There are four key elements of our overall Social & Community Services strategy as explained below:

### **1) Prevention “keeping people well”**

By supporting people early on some individuals may not need to use adult social care services. Other people may need less support or not need it until later. Savings will be delivered through developing long term support options that prevent more people from having to go into hospital or a care home. We can also create other ways to care and support people safely which will save money at the same time.

### **2) Personalisation “promote choice and control”**

Eligible people now access social care via ‘self directed support’. Self Directed Support is the means by which people are allocated money – a personal budget – to arrange and purchase their own care and support to meet their assessed eligible needs. The Resource Allocation System (RAS) calculates personal budgets to people who are eligible for support from adult social care.

Personalisation is also about developing services that can be used by anyone and not only people who have care and support needs. This is about supporting the development of communities e.g. information/ advice; libraries that provide information and knowledge; day opportunities; employment; support to carers; volunteering and opportunities that can improve quality of life through cultural and community activity.

### **3) Protection “keeping people safe”**

We have to ensure that people do not have to worry about becoming vulnerable. We have to ensure that they can live a life free from both abuse and the fear of abuse and can have care and support which meets their needs. We will treat people as individuals and with dignity and respect.

#### **4) Partnerships “working together”**

We will achieve our overall strategy and efficiencies through working together with people who use services, carers and the wider community alongside our partners in the

- health sector
- district, parish and town councils
- community, voluntary and faith sector
- fire & rescue and police services
- independent sector.

### **Adult Social Care**

In partnership with the Health Service, Social & Community Services delivers crucial care services to the adult population of the county. We support the health and wellbeing of all adults by managing, designing and delivering/ procuring adult care services – this includes services for older people, adults with learning disabilities, adults with mental health problems and those with physical and sensory impairments.

The key elements of the strategy over the next 5 years are:

- 1) Keeping people well through investment in prevention and early intervention that deflects some people away from needing to access social care services as well as reducing or delaying the need for care for others. The types of services include information and advice, reablement, falls prevention, continence services, dementia services, carers support services, services for social isolation, employment, assistive technology, occupational therapy, equipment and day opportunities.
- 2) To ensure people can live a life free from abuse and the fear of abuse and can have care and support which meets their needs. We will treat people as individuals and with dignity and respect. We will take action to protect people where appropriate.
- 3) Self directed support is the means by which people are allocated money – a personal budget – to arrange and purchase their own care and support to meet their assessed needs. This new way of working enables people to decide how they want to be supported. Most services are currently purchased from providers external to the County Council. The Resource Allocation System (RAS) calculates personal budgets to people who are eligible for support from adult social care. While the level at which the RAS is set will determine the amount of savings, this personalisation stream will significantly change both our workforce and our relationship with service users and providers. We need to manage unit costs and inflation and we need to do this in partnership with service providers to ensure that personal budgets will be sufficient to enable people to purchase their care from a range of providers and still meet their needs.

- 4) To develop long term support options that increasingly reduce the number of people admitted to care homes and increases alternatives to care and support that continue to keep people safe in their own homes. This will provide better outcomes for people as well as achieving efficiencies for the council. We have to reduce the number of people going into residential care and we are generally low users of residential care. However, we have relatively limited provision of Extra Care Housing which we are addressing alongside developing other models of care.
- 5) To promote services that can be used by everyone and that support the development of communities and opportunities for meaningful occupation e.g. information and advice, day opportunities, employment, support to carers, volunteering and opportunities that can improve quality of life through cultural and community activity.

We will achieve this strategy through working together with people who use services, carers and the wider community alongside our partners in health. There is scope for much closer working with health and in genuinely pooling resources which could achieve more effective use of public resources.

<b>Employees 2010/11</b>	<b>1239.62 FTE</b> This does not include those employed by externally purchased services			
	<b>Internal Providers (805.10 FTE)</b> <b>Commissioning &amp; support staff (410.10 FTE)</b>			
<b>2010/11 Gross Budget</b>	<b>£195.27m</b> (including £18m recharges)			
<b>Cumulative</b>	<b>2011/12 £m</b>	<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
<b>Net Savings Total</b>	<b>-15.975</b>	<b>-25.189</b>	<b>-30.670</b>	<b>-36.854</b>

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Total</b>
<b>Planned FTE savings (Commissioning &amp; Support Staff only)</b>	-35.30	-2.00	0	0	-37.3

### Comparative Spending

- Overall Oxfordshire is a very low spending authority on adult social care being the 6<sup>th</sup> lowest spending authority in 2009/10 of the 144 authorities who have published figures (6 authorities are yet to publish). Authorities are split into families of similar demographic characteristics. Oxfordshire are the 3<sup>rd</sup> lowest in our family of 14 reporting authorities.

### Annual Performance

Overall adult social care is a low spending, but high performing service. Performance has improved in 2010/11, with the performance improvements driven by changes in how we provide service (e.g. better consultation) rather than in the amount or cost of the service we provide. In 2010/11 financial pressures have had an adverse impact on how we get people out of hospital. However for older people, who make up most of the hospital population, Oxfordshire spends comparatively more per person than other client groups. This implies this is not a simple issue of amount of resources, but more how the pathway into and out of hospitals is working.

### General risks and opportunities

- The strategy assumes a greater reliance on informal carers to continue caring. This is the greatest risk facing adult social care. The value of the contribution from carers is several times greater than the resources spent by the local authority. Spending on carers has been protected in recognition of their contribution.
- The future funding of adult social care at a national level. The Government has established a Commission to make recommendations on the funding of long term care. Legislative proposals are expected in early 2012
- The implications of the NHS White Paper. This could be a major opportunity which encourages joint working across health and social care that focuses on the best outcomes for individuals and ensures the best use of limited public resources.
- Changes in eligibility for continuing health care means there is more demand for adult social care funding
- Health and adult social care have a duty to provide after care services for certain people detained under the Mental Health Act for free. This is referred to as Section 117 and the demand for this is increasing.
- The experiences this year have shown that the health and social care system is under considerable pressure. This is leading to delays in the provision of care. The solution has been to work much more closely together to achieve the changes necessary.
- There is the possibility that some service users may not have sufficient personal budget to purchase their care in the way they do now. The brokerage service will support service users to design support in a more efficient way that meets their needs.
- Management capacity to cope with the scale of change that we are managing will continue to be a challenge.

### Statutory minimum

- Statutory requirement to assess and meet care needs providing people meet our eligibility criteria
- Individuals have to pay towards their care if they have the means to do so (currently being reviewed nationally)

- The council can decide how we meet care needs
- Care plans cannot be changed without a reassessment of need
- Offering direct payments if individuals want one
- Keeping people safe but also ensuring that they can do what they want to do providing they are capable of making decisions
- Support informal carers to care
- Advocacy and Involvement e.g. Local Involvement Network

We also provide some services which are generally available. They are intended to prevent people needing care or avoid needing more expensive forms of care

### Main Statutes

National Assistance Act 1948; Health Services & Public Health Act 1968; Chronically Sick & Disabled Persons Act 1970; Mental Health Act 1983; Disabled Persons Act 1986; Community Care Act 1990; Carers Act 1995; Community Care (Direct Payments) Act 1996; Carers and Disabled Children Act 2000; Community Care (Delayed Discharges etc) Act 2003; Carers (Equal Opportunities) Act 2004; NHS Act 2006; Local Govt & Public Involvement in Health Act 2007; Mental Capacity Act 2005; Fair access to Care; Health & Social Care Act 2008

## Activity Area - Older People

<b>Employees 2010/11</b>	<b>463.90 FTE</b> <b>Internal provider services</b>
<b>2010/11 Gross Budget</b>	<b>£83.292m</b>

<b>Cumulative</b>	<b>2011/12 £m</b>	<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
<b>Net Savings</b>	-7.804	-12.813	-17.313	-20.901

### Current service activity

The service supports older people (people aged over 65 years) and their carers to live healthy, safe and valued lives through the provision of information, professional assessment and support, rehabilitation, reablement, brokerage and the implementation of support plans that promote independence and keeping well.

The service also ensures there is an adequate supply of good quality, cost-effective services that people want to purchase and that meet the needs of older people and their carers. There is a focus on developing a range of preventative approaches aimed at keeping people well. The budgets for residential and nursing home placements, home support, initial assessment and enablement, day services and equipment are within a pooled budget with Oxfordshire Primary Care Trust. Specialist care management activity is funded from budgets outside of the pooled budget. This pooled budget is a budget that includes services for older people and people with a physical and sensory impairment.

### **Proposals to deliver efficiencies**

To be able to deliver cost effective services and deliver efficiencies we need to support strong and safe communities, develop services that everyone can access, reduce demand and provide more for less. A significant opportunity exists to make large scale savings whilst continuing to meet people's needs with good individual outcomes. This is to stop people needing and choosing a care home to meet their needs.

### **Plans for Efficiencies**

1) Deliver a change of policy for long term support in line with the 'Ageing Successfully' framework that potentially reduces the number of older people admitted to care homes and increases alternatives to care and support that keep people safe and well in their own homes. This will provide better outcomes for people as well as achieving efficiencies for the council. The plan is to provide alternative services that will allow people to live in their own home rather than a care home e.g. extra care housing, more equipment and technology.

The net cost to the council of placing a person in a care home is currently £338 per week compared with £216 in extra care housing and a potential £197 per week through home support. Diverting one person per week from a care home placement will save in the region of £200,000 per year.

The work being done to achieve savings:

- Review of Oxfordshire Care Partnership care home and extra care housing contract. We are working with the Oxfordshire Care Partnership to explore ways of meeting care needs in a way which reduces the cost of providing services and leads to developments to achieve efficiencies.
- Develop extra care housing as an alternative to care homes
- Continue to develop assistive technology (telecare and telehealth) to keep people at home safely
- Improve availability of equipment and practical support at home
- Develop adult family placement services (Shared Lives) as an alternative to care homes
- A significant proportion of care home placements funded by adult social care each month are people who have chosen to purchase a place with their own funding before they really needed it and then their funding has run out. We need to

provide information before self funders make this choice and encourage them to choose options in the community.

To engage the public in this idea we will develop a communications strategy that identifies the benefits to individuals of living at home and the options available in the community. We will focus resources on prevention and early intervention so we can limit the need for adult social care whilst continuing to keep people safe. To achieve change we need a high profile strategy to challenge cultures of dependency.

**2)** The Resource Allocation System (RAS) allocates personal budgets to people who are eligible for support from adult social care. Efficiencies from the move to self directed support and personal budgets will result in more efficient delivery of care. Costs included in the RAS reflect best practice nationally.

The main issue is the cost that has been included as part of the formula for the RAS for home care of £15 an hour. This is significantly less than the historic cost of home care - whether provided externally or internally. The services that people purchase with their personal budget do not have to cost £15 per hour some could cost less and some could cost more as the initial personal budget is an estimated budget.

Currently, the hourly rate paid for home support is significantly more than £15 an hour whether the service is provided internally or externally. A survey conducted by the Association of Directors of Adult Social Services (ADASS) earlier this year identified that the average cost of home care was approximately £15 an hour. Work is also underway to review the costs of the internal home support service and to facilitate the availability of personal assistants directly employed by service users at a lower cost. We need to continue to work with providers to be able to support them to deliver and encourage them to be creative in the way they deliver support.

**3)** Reduce the number of care packages through continuing to deliver the prevention strategy – Preventive services are those that prevent ill health across the whole population so that people are healthier for longer and services that prevent or delay the need for more costly and intensive health and social care services. Services like reablement. The reablement strategy is about ensuring that there are effective and efficient services in place in Oxfordshire so that most older people do not need care packages after their stay in hospital or accident or illness and supports them to learn or relearn the skills necessary for daily living. Regular reviews of support that focus on enabling people will also reduce the need for care. Another factor is to improve the stroke, dementia and continence pathways and enable more people to be independent.

We will also continue to develop the 'Whole System Pilot' to test a new health and social care model of care that aims to prevent hospital admission, provide care closer to home and facilitate quicker discharge. This whole systems approach aims to reduce demand and therefore costs to adult social care. The Abingdon pilot is supported by the ORH, the Primary Care Trust,



## Community Health Oxfordshire and the County Council

- 4) Manage contract inflation – Work to keep costs of contracted services down by expecting providers to make efficiency savings in the costs of providing their services.
- 5) Support carers to continue caring – the value of the contribution from carers is several times greater than the resources spent by the local authority.
- 6) Maintain spending on day opportunities for older people and ensure that they are more effective and efficient and meet the needs of local people and communities – We believe there is room to increase the proportion of service users who use their personal budgets for day opportunities providing that the services are good and well marketed.
- 7) Transport for day services – service users will be encouraged to make their own transport arrangements or use voluntary transport options. People may choose to use part of their personal budget to cover transport costs. We need to ensure that vulnerable users of services are provided with new arrangements for how they can travel.

**Impact of the proposal on service users and communities**

People will be encouraged to choose options in the community to meet their long term needs as opposed to a care home. The strategy is intended over time to encourage people to be more independent and more able to direct their own support.

Although Service Users will have sufficient budget to meet their eligible care needs this will involve service users working with the brokerage service or their social worker to design support in a more efficient and effective way that meets their needs. This could increase delays in people needing support at home if they are unable to purchase support in a more efficient way or if there is a limited but growing number of personal assistants. This could lead to legal challenges. Delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

The availability of new Extra Care Housing at the right time is a risk to delivering the strategy as well as sufficient turnover within Extra Care Housing developments to meet demand.

A reduction in building based services may be seen as a service reduction whereas in some cases services may be provided in a different way. This could lead to greater negative publicity and an increase in complaints. There is a cost to recruiting, training, supporting and maintaining volunteers.

**Impact on providers**

Providers may not be able to attract and recruit staff if unit costs are managed at a level lower and at a speed at which the market cannot sustain. Self directed support and the changes in the way services are commissioned means that there will be few if any

guaranteed block contracts. Care home providers could be impacted upon by Social & Community services purchasing less care home placements.

### **Impact of the proposal on other council services and partners**

If we have less funding to purchase care then this may impact upon key partners like the Primary Care Trust e.g. discharges from hospital. We will need to work in partnership with Environment and Economy to deliver transport savings not only in terms of the impact on the Integrated Transport Unit but also in the way that voluntary transport is supported. To deliver Extra Care Housing we will need to work jointly and creatively with Property Services especially in terms of the way that we use land owned by the County Council.

### **Capital implications of proposed changes**

#### **1) Review of the Oxfordshire Care Partnership (OCP)**

Since the commencement of the Oxfordshire Care Partnership contract the commissioning strategy for Older Persons residential care has changed. This has given rise to a review of what should be delivered under the next phase of the 'Homes for Older People' programme. The main objective of the new strategy is to withdraw from residential care and encourage the use of Extra Care Housing (ECH). However, it is recognised that there is a need for some specialist care homes and some preventative bed-based services. As a consequence it is proposed to replace the 8 remaining homes with 4 new Extra Care Housing developments and 3 new care homes, 2 of which would be nursing, including Intermediate care beds and the third one would be for residential dementia care.

#### **2) Development of Extra Care Housing (ECH)**

There are 1400 Extra Care Housing units planned by 2015. This is crucial to our strategy to make revenue savings from the older person's budget from avoiding the use of care homes if at all possible. The move from care home provision to Extra Care Housing means that the County Council will no longer own the assets through which a significant part of the care for older people will be provided. The exception to this will be where accommodation is provided through the contract with Oxfordshire Care Partnership (as above) on county owned sites where the county holds the ground lease. Priority must be given to preserving the capital for the current schemes.

We need to respond to the reduced funding from the Homes and Communities Agency by: 1) using our land and capital to subsidise the development of Extra Care Housing and 2) we should seek development partners that have access to finance. This may include some sort of partnership arrangement with a large Housing Association.

#### **3) Day Opportunities Strategy and Transport Strategy**

Social & Community Services currently funds a range of day services for older people that are building based and rely on an integrated transport service. The proposed model indicates three tiers and will include a review of the way transport is provided.

**Tier 1: Community Initiatives** - One-off bids for small amounts of funding to support older people in their communities.

**Tier 2: Community & Low level support** – Local decision-making will decide how the resources should be used locally taking account of local needs and the services and community activities which do not require funding. The support therefore should have the potential to be delivered in a range of venues (including support in peoples own homes).

**Tier 3: Health and Well Being resource centre** – building based services available in major market towns. This will include a mobile centre that will be there to specifically meet the needs of older people living in rural Oxfordshire.

The capital implications of this strategy are additional capital resources that are likely to be required to develop Resource and Well Being Centres in Didcot and Wantage. Potential funding sources are Section 106 agreements for the major strategic site developments in those areas and working with the PCT on potentially combining the day hospitals in those towns with the existing County Council owned Day Centres.

#### 4) Transforming Adult Social Care Capital investment

- ICT (software license) to support Personal Assistants. Builds a core of flexible support and volunteers
- Delivery of a payment card solution for people to manage their personal budget.
- Provision of laptops to support flexible working.
- Solution for accurately calculating personal budget and storing electronically. The replacement of adult social care ICT system, if implemented, will remove the need for this solution.

#### 5) Adult Social Care Systems Capital Investment

The Adult Social Care Systems Review aimed of establishing if the care management systems were fit for purpose. The project scope included the emerging business requirements being developed by the Transforming Adult Social Care (TASC) programme and also the aspects of the service not immediately impacted by the programme.

The review stated that the system is dated and has suffered from a lack of development. Our current system will not adequately sustain the changes required by the TASC programme or the efficiencies and savings being demanded from the service generally. It was agreed to either purchase AIS or procure a new system. The final decision will be taken once the specification and business cases are complete.

#### Risks to Adult Social Care if the current system is not replaced.

- Adult Social Care will not have a system that is fit for purpose for the future
- Adult Social Care will not be able to deliver the efficiencies expected
- The organisation will not be able to fully support the self-directed support model
- The opportunity to use a replacement system will be lost.

## Activity Area - Learning Disability

<b>Employees 2010/11</b>	<b>362.10 FTE</b> This does not include those employed by externally purchased services  <b>Internal Providers (304.90 FTE)</b> <b>Commissioning &amp; Support Staff (57.20 FTE)</b>
<b>2010/11 Gross Budget</b>	<b>£42.738m (£42.415m in the pool)</b>

<b>Cumulative</b>	<b>2011/12 £m</b>	<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
<b>Net Savings (after new pressures)</b>	-2.706	-5.268	-5.139	-7.374

### Current service activity

The Learning Disability Service supports people with learning disabilities aged 18 and over and their carers to live healthy, safe and valued lives. There are approximately 2000 people over age 18 with severe to moderate learning disabilities known to services in Oxfordshire. Learning Disability is defined as a significantly reduced ability to understand new or complex information, combined with a reduced ability to cope independently which started before adulthood having a lasting effect on development (Valuing People 2001). Learning disabled people with additional physical or mental health needs come under the remit of the Learning Disability service, as do older people with Learning Disabilities. The team provides professional assessments, care planning, social work support and information and ensures there is an adequate supply of good quality, cost effective services. The team supports 1,185 people to live in the community and 265 people are supported in a permanent placement.

### Proposals to deliver efficiencies

#### **Plans for Efficiencies**

The Resource Allocation System (RAS) allocates personal budgets to people who are eligible for support from adult social care. Efficiencies from the move to self directed support and personal budgets has resulted in more efficient delivery of care. We therefore aim to reduce people's personal budgets by approximately 12% over 4 years. Proposals are aimed at reducing reliance on paid services and reducing unit costs of services through a wide range of activities so that people continue to be able to meet their eligible needs within the reducing budget through for example -

- employing personal assistants
- focusing on support that enables people to be independent through regular reviews

- a review of transport
- investing in developing independence skills and confidence, including work with teenagers

Contracts are being retendered to providers who hold framework contracts. These zero hours contracts establish an agreement of lower costs for people to spend their personal budgets to be able to manage unit costs.

Limit contract inflation - work to keep costs of contracted services down by expecting providers to make efficiency savings.

Review of internal independent living service and review of day services

Increase the availability of assistive technology and equipment options that enable people to stay in their own homes and reduce the need for paid staff

Delay admissions to more costly supported living through improved respite and shared care services

Reduce the cost of supported living through the supported accommodation review

### **Impact of the proposal on service users and communities**

The strategy is intended over time to encourage people to be more independent and better supported to direct their own support.

Although Service Users will have sufficient budget to meet their eligible care needs this will involve service users working with the brokerage service or their social worker to design support in a more efficient and effective way that meets their needs. This could increase delays in people needing support at home if they are unable to purchase support in a more efficient way or if there is a limited but growing number of personal assistants. This could lead to legal challenges. Delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

Pressures may result in a need to return to providing support in larger groups or larger properties or clusters of smaller properties. This could result in people with learning disabilities experiencing fewer opportunities to live active lives as reduced funding may be focused on sustaining essential support. There is a chance that informal carers may need to provide more support to meet need so carers' assessments will continue to be a priority and we would seek to involve carers in circles of support and explore the use of volunteers and wider family members.

Increased use of volunteer support and pressure on providers to reduce costs to a minimum may increase the likelihood of inexperienced staff. This could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

We have assessed the impact on vulnerable and minority groups and consider that whilst the proposals will affect all those with learning disabilities the main groups that could be disproportionately affected by the proposals are Black, Asian and Minority Ethnic (BAME) communities and those living in rural areas. People in rural areas may incur additional costs in meeting their needs because of the need to travel. This will be addressed through review of an individual's indicative personal budget where they are unable to meet their needs within the budget initially allocated due to exceptional costs. Users who are also physically disabled may face additional difficulties (and costs) if they have to provide their own transport and/or have to travel further to access services.

### **Impact on providers**

Providers may not be able to attract and recruit staff if unit costs are managed at a level lower and at a speed at which the market cannot sustain. Self directed support and the changes in the way services are commissioned means that there will be few if any guaranteed block contracts.

Capacity to innovate may be reduced. Providers have been involved in discussions with commissioners around developing more cost effective approaches of support and some innovative approaches are being pursued.

### **Impact of the proposal on other council services**

An increased need to protect people will increase demands upon the Learning Disability teams and the safeguarding team.

### **Capital implications of proposed change**

Delivery of the savings through the Supported Accommodation Review is dependent on the availability of previously agreed Prudential Borrowing. It will also be dependent on successfully re-negotiating the legal charge on properties previously owned by the health service so that they can be reconfigured.

## **Activity Area - Physical Disability and Sensory Impairment**

<b>Employees 2010/11</b>	<b>See all client groups</b>
<b>2010/11 Gross Budget</b>	<b>£7.512m</b>

<b>Cumulative</b>	<b>2011/12 £m</b>	<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
<b>Net Savings</b>	-0.385	-0.557	-0.512	-0.446

**Current service activity**

The Physical Disability Service supports disabled people and their carers to live healthy, safe and valued lives by enabling people to make choices while maintaining dignity and respect. The team provides professional assessments, rehabilitation, care planning, social work support, brokerage and information services to people aged over 18 years (primarily aged 18-64 years) with a permanent physical impairment and/ or sensory impairment and/or brain injury and their family/ carers. The team also provides services to children aged 0 – 18 years with visual, hearing or dual sensory loss and their families. The budgets for residential and nursing home placements, home support, initial assessment and enablement, day services and equipment are within a pooled budget with Oxfordshire Primary Care Trust. Specialist social work activity is funded from outside the pooled budget. This pooled budget is a budget that includes services for older people and people with a physical and sensory impairment.

**Proposals to deliver efficiencies****Plans for Efficiencies**

There have been unforeseen pressures upon this service in 2010/11 which impact disproportionately on such a small budget. Changes to the Independent Living Fund; the impact of changes in continuing health care criteria and an increase in the number of students applying to come to university in Oxford have all placed large pressure upon this budget. As a result there are efficiencies planned in relation to the introduction of personal budgets but otherwise plans are focusing on reducing the current spend.

- 1) The Resource Allocation System (RAS) allocates personal budgets to service users. Efficiencies from the move to self directed support and personal budgets has resulted in more efficient delivery of care.
- 2) Continue to deliver the strategy for support that provides alternatives to residential care

To address the spending pressures that we face this year we intend to:

- Reduce the number of long term care home placements and develop alternatives
- Increase the availability of technology and equipment options that enable people to stay in their own homes and reduce the need for paid staff
- Reduce the cost of care through a shift towards models of supported living
- Continue regular reviews that focus on enabling people
- Review residential care costs
- Accelerate the move to personal budgets
- Support carers to continue caring

**Impact of the proposal on service users and communities**

The strategy is intended over time to encourage people to be less dependent and more physically and psychologically able to direct their own support.

Although Service Users will have sufficient budget to meet their eligible care needs this will involve service users working with the brokerage service or their social worker to design support in a more efficient and effective way that meets their needs. This could increase delays in people needing support at home if they are unable to purchase support in a more efficient way or if there is a limited but growing number of personal assistants. This could lead to legal challenges. Delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

**Impact on providers**

Providers may not be able to attract and recruit staff if unit costs are managed at a level lower and at a speed at which the market cannot sustain. Self directed support and the changes in the way services are commissioned means that there will be few if any guaranteed block contracts. Capacity to innovate may be reduced and the availability of 24 hour care may be an issue.

**Impact of the proposal on other council services**

If we have less funding to purchase care then this may impact upon key partners like the PCT and health trusts, particularly the Nuffield.

**Capital implications of proposed change** - none**Activity Area - Mental Health**

<b>Employees 2010/11</b>	<b>36.30 FTE</b> This figure is for Council seconded staff to the Trust only
<b>2010/11 Gross Budget</b>	<b>£8.361m (£6.694m in the pool)</b>

<b>Cumulative</b>	<b>2011/12 £m</b>	<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
<b>Net Savings</b>	-0.219	-0.474	-0.691	-1.025



**Current service activity**

Almost all of Social & Community Services investment in mental health is managed within a joint commissioning pooled budget by Oxfordshire PCT. The County Council contribution purchases professional assessment (including mental health act assessments), support, and care planning, that promote recovery and keeping well within integrated teams within Oxfordshire & Buckinghamshire Mental Health Trust. It funds residential placements, direct payments to support independence and support for carers managed by the Trust. It also contributes to day and housing support services that provide universal information, preventative and recovery

services that are largely delivered by the voluntary and community sector. The Better Mental Health in Oxfordshire 2009 -12 strategy is reviewing this provision in line with Creating a Health Oxfordshire and Transforming Adult Social Care. We are redesigning services along a pathway that helps people take control, stay well, maximize the use of mainstream activity to support well-being and provide more intensive support to enable people to self-manage long term conditions.

**Proposals to deliver efficiencies****Plans for Efficiencies****1) Supported into Independent Living (SIL)**

This will be managed by the creation of a housing pathway that supports people to move through from hospital to supported living to independent accommodation and makes the most efficient use of resources. The pathway pools adult social care, health and Supporting People investment in housing for people with mental health problems. This pathway is currently being procured and new services will be in place in March 2011. It will deliver efficiencies over time by reducing the number of small contracts and by moving people who are receiving support towards self-management of their care with the support of Keeping People Well

**2) Workforce restructure**

A review of the structure of the community mental health and specialist teams. It is currently subject to consultation. Detailed plans to support these efficiencies have not yet been agreed.

**3) Personalisation**

As part of the mental health strategy we will offer self directed support to eligible people that supports greater independence and self-management of care within a recovery pathway. We plan to achieve savings within the Resource Allocation System through the move to self-directed support and the use of brokerage

**4) Keeping People Well (KPW)**

The creation of a pathway in day services that both prevents people becoming so unwell that they need to use adult social care services and promotes recovery so that people can self-manage their own care in the wider community. This pathway is currently being procured and new services will be in place in March 2011.

**Impact of the proposal on service users and communities**

We have assessed the impact on vulnerable and minority groups and consider that the main groups affected by the proposal are Black, Asian and Minority Ethnic communities, younger adults and those living in rural areas. The strategy is intended over time to encourage people to be more independent and more able to direct their own support. It is intended to facilitate an environment where communities can grow. The focus on prevention and recovery will mean that fewer people need to use adult social care, and those that are will be able to move on to self-management of their care. Services will work to help people remain in or move towards mainstream lifestyles and activity both by helping people plan to meet their needs and by helping develop more inclusive communities where it is easier for people living with mental health problems to participate fully.

**Impact of the proposal on other council services/ providers**

All services are currently being re-commissioned. The potential impacts of this are being mitigated through co-ordinated transition plans. The current procurement activity under Supported to Independent Living and Keeping People Well will have a significant impact on the provider market place. There may be an impact on carers services and on brokerage contracts to support self directed support. The pathway developments in Supported to Independent Living and Keeping People Well will support the development of the clinical pathway within mental health.

**Capital implications of proposed change** - there is no dependency on capital funding.

**Service Area – All Client Groups**

<b>Employees 2010/11</b>	<b>256.64 FTE</b> This does not include those employed by externally purchased services
	<b>Commissioning &amp; Support Staff</b>
<b>2010/11 Gross Budget</b>	<b>£19.549m</b>

<b>Cumulative</b>	<b>2011/12 £m</b>	<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
<b>Net Savings (after new pressures)</b>	-1.055	-1.273	-1.456	-1.549

**Current service activity**

The service supports all client groups and their carers to live healthy, safe and valued lives through the provision of information, professional assessment and support, rehabilitation, reablement, brokerage and the implementation of support plans that promote independence and keeping well. This budget now includes all social work staff apart from those working with adults with learning disabilities. This reflects the reorganisation of Adult Social Care which has taken place during the course of this year.

There is a focus on developing a range of preventative approaches aimed at keeping people well. The budgets for residential and nursing home placements, home support, initial assessment and enablement, day services and equipment are within a pooled budget with Oxfordshire Primary Care Trust. Specialist care management activity is funded from budgets outside of the pooled budget. This pooled budget is a budget that includes services for older people and people with a physical and sensory impairment.

**Proposals to deliver efficiencies**

<b>Plans for Efficiencies</b>
<b>Occupational Therapy Services</b> A range of initiatives to allow people to be more independent, be in control and make decisions about how they meet their own needs, such as the selection and purchase of small items of equipment and prescriptions for equipment
Discontinue service & maintenance of stair lifts – we would no longer offer a free service for adults, who have received a Disabled Facilities Grant to pay for the installation of a lift. This change would bring us into line with the practice in most other local authorities
Restructure adult placement service and community development team
Restructure of adult social care - the need for staff directly employed by the council is reduced as more people take up the option to arrange and purchase their own care through a personal budget.

**Impact of the proposal on service users and communities**

The adult social care restructure introduces a locality approach to service delivery which could mean that younger adults have less of a focus but will help with closer working with health care workers in that locality. See below for the Community Development Team

**Impact on providers**

Greater access to equipment and technology.

**Impact of the proposal on other council services**

Social & Community Services may no longer be a provider of services which will change the market in Oxfordshire.

**Community Development Team****Current service activity**

Volunteering – Two initiatives: (1) a Good Neighbour Scheme to increase the number of people supported at home through volunteers befriending, carrying out small repairs, light housework or gardening, safety checks or enabling access to community activities; to reduce loneliness and to enable people to be independent in their own homes for as long as possible (2) 'Volunteering in Partnership' which is being managed by the Learning Disability service to achieve ongoing volunteering opportunities for vulnerable adult service users to promote personal independence, confidence and to develop skills; reduce current and future dependency on services.

The Community Development Team works with groups and communities, and particularly those who are vulnerable and/or from Black and Minority Ethnic communities to enable them to access information, funding and services and help individuals to engage with the communities they live in. The team administers a small Community Support Fund grant scheme £25k – to date 5,667 people and 50 groups have benefited from this funding; promotes volunteering; works with Carers Groups and the Support Brokers to improve the quality of community life for the people of Oxfordshire.

**Proposals to deliver efficiencies**

Following the recent positive evaluation of the Good Neighbour Scheme, it is proposed as part of the commissioning of day opportunities for older people to consolidate this volunteering budget with others in adult social care and further invest in such a scheme to increase the benefits to individuals and communities. The Learning Disability project 'Volunteering in Partnership' is not due to be evaluated until towards the end of 2011.

With the need for adult social care to reduce its expenditure on residential care and increase its preventative services; the refocusing of day services into day opportunities; the need for support for brokers and personalised budgets and the potential for the Renaissance funding to increase the heritage outreach capacity for reminiscence and other work with older people, it is appropriate to consider the role to be played by the Community Development team, the outcomes they could achieve and at the same time offer a potential saving to the directorate.

**Impact of the proposal on service users and communities**

The key role and local knowledge that the community development team offers in supporting breaking the cycle of deprivation; tackling rural issues, the development of Good Neighbour Schemes and other volunteering initiatives would be reduced by a reduction in the community development team which could have a negative impact on service users' and communities' ability to

engage with services and on the quality of vulnerable individuals' community life. As a council we are exploring the opportunities with the voluntary sector that developing the 'Big Society' (a stronger society where people are supported to do more for each other) will provide for developing community partnerships, deciding what we want to provide and devolving more decisions to communities. This will help to fill the potential gaps left by a reduced community development team like the support to small voluntary groups to grow and sustain themselves and the development of community services that people want to buy with their personal budgets. This proposal will retain some work with Black and Minority Ethnic communities to ensure that their needs and concerns can continue to be supported.

### **Impact of the proposal on other council services**

The team currently works extensively in partnership with other Directorates within the County Council and with District Councils to support their work and this level of engagement could not be sustained in the reduced team.

**Capital implications of proposed change** - none

## **Service Area - Strategy & Transformation**

<b>Employees 2010/11</b>	<b>103.80 FTE</b>
<b>2010/11 Gross Budget</b>	<b>£15.814m</b> (excluding recharges) <b>£33.818m</b> (including recharges)

<b>Cumulative</b>	<b>2011/12 £m</b>	<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
<b>Net Savings</b>	-3.806	-4.804	-5.559	-5.559

### **Current service activity**

The key elements of this work are: facilitating the development and delivery of the directorate strategy and key partnerships; analysis of the population of Oxfordshire and performance management; facilitating 'involvement' in service development and monitoring; supporting delivery of future systems and technology to deliver the long term service strategy; managing comments, complaints & compliments; facilitating change management; maintaining supply of services through contract management and market development; developing and monitoring housing related support for vulnerable people; supporting the directorate in its relationship with internal service providers e.g. shared services, customer service centre, property, facilities and asset management ensuring that needs are met, changes are facilitated and standards are upheld.

### **Statutory minimum Government Returns**

The council is currently required to provide statistical returns to the department of health information centre. These returns provide the information for the national indicator set. The future of this is currently under review. Additionally under the Health and Social Care Act 2008 we are required to provide evidence to the Care Quality Commission.

### **Duty to Involve**

Where a best value authority considers it appropriate for representatives of local persons to be involved in the exercise of any of its functions by being provided with information or consulted about the exercise of its function or involved in another way it must take such steps as it considers appropriate to secure that such representatives are involved in the exercise of the function in that way' (Local Government & Public Involvement in Health Act 2007).

### **Local Involvement Network**

Each Local Authority must make contractual arrangements to ensure LINK activity can be carried out. The activity is to promote and support involvement in commissioning, provision and scrutiny of local care services; monitor local care services i.e. Health and social care organisations have to allow LINKs representatives onto their premises to view services. They are also required to respond to suggestions made by LINKs and outline the action taken (Local Government & Public Involvement in Health Act 2007).

### **Data Protection**

The Data Protection Act 1998 states that the authority has a duty to ensure personal information held by the authority is used for the purposes for which it was intended, is kept securely and is only retained for the minimum amount of time. The authority has to provide an annual notification and notification of security breaches to the Information Commissioner.

### **Complaints**

From 1st April 2009 a single approach to dealing with statutory complaints was introduced by the Government under The Local Council Social Services and National Health Service Complaints (England) Regulations 2009.

### **Proposals to deliver efficiencies**

Restructure the division as part of the formation of the Quality and Compliance division.

### **Impact of the proposal on service users and communities**

The bringing together of the adult services and children's services involvement teams will provide sustainability for the service as well as an ability to call on the best practice existing in the council. This will therefore provide a far more effective service to users and members of the public as well as better informed commissioning decisions. It will deliver an improved performance monitoring

approach and advise commissioners as to the impact that their services are having on communities. Going forward there will be a far greater emphasis on locality management and this will benefit communities directly.

### **Impact of the proposal on other council services**

There should be no impact on other council services, in fact the impact should be positive as long as the restructure produces a more effective entity and key staff are retained.

### **Capital implications of proposed change** None

### **Supporting People**

Key facts about the supporting people programme in 2010-11 are:

- It commissions essential services for 11,500 vulnerable people who need support to secure and sustain a stable home and lead independent lives for as long as possible
- Funding covers 100+ support services and a cluster of direct payments for older people
- The team undertake specific projects and manage 40 contracts with 30 provider organisations.

The supporting people budget was made up of the administration grant and the programme grant. In 2010/11 the Oxfordshire administration grant of £320k has been cut as part of the national cut. The plan was to cut Oxfordshire's programme grant of £16.5m in 2010/11 by 5% year on year until April 2014 when Oxfordshire would have reached its planned budget. This represents a decrease in spending of 34% in the size of the programme since 2003/4.

Reductions in the supporting people programme impact upon all client groups within adult social care. Commissioners have had to revise their commissioning plans as a result and therefore reductions in the grant needs to be managed alongside service and resource planning within adult social care. The savings that have been identified by services such as mental health, adults with learning disabilities and older people are designed to cope with reductions in funding of up to about 25% including reductions in Supporting People funding.

### **Directorate's external pressures**

1.

<b>External pressure</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Cumulative				
<b>Demography Older People</b>	£0.895m	£1.158m	£1.289m	£1.394m

--	--	--	--	--

### **Rationale for external pressure –**

The rationale for including this is that population changes are external circumstances beyond the control of the service. Each year the directorate updates a model agreed with corporate finance based on the latest population estimates. The current demographic pressures (Service and Resource Planning – Service Analysis 2010/11) were calculated in September 2009 based on the then latest estimates from a 2006 base population. The above figures are updated based on the 2008 ONS sub-national population estimates which were published in May 2010. The latest forecast shows an additional 1,100 people over 65 in Oxfordshire in 2011/12 over the forecast used last year, rising to 2,700 people for 2015/6. This is an increase of 1.1% in 2011/12 rising to 2.37% in 2015. For over 85's the situation is more marked with an additional 300 people in 2011/12 rising to an additional 600 people in 2015/16. This is an increase of 1.9% in 2011/12 rising to 3.5% in 2015. The increase in the number of older people reflects the national situation.

2.

<b>External pressure Cumulative</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Demography Physical &amp; Sensory Impairment</b>	£0.102m	£0.206m	£0.370m	£0.534m

### **Rationale for external pressure**

Demographic pressures for external home support have been agreed in the current annex 3 for 2011/12 and 2012/13. Further modelling has been done to identify the pressures upon this service. The average increase of take up of benefits for people with a physical impairment aged 18-64 years in Oxfordshire over the last 8 years has evidenced an increase of 1.98%. If we apply this to a budget of £8.279m we would expect an increase of demand equivalent to £0.164m year on year.

3.

<b>External pressure Cumulative</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Change to Independent Living Fund policy impacting upon Local Authority</b>	£0.175m	£0.350m	£0.525m	£0.700m

### **Rationale for external pressure –**



The Independent Living Fund is an organisation that administers a national pool of money to fund support for people with disabilities to live in the community. It has closed its doors to new applications for funding. Oxfordshire will now be expected to pick up the full costs of new people that the Independent Living Fund would have previously contributed funding towards. The future of the Independent Living Fund is under review and depending on the outcome there could be additional pressures in the future. This will impact on adults with physical disabilities as well but most of the impact will be on adults with Learning Disabilities. This is a national issue.

4.

<b>External pressure Cumulative</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Funding of Further Education - change of national policy</b>	£0.080m	£0.160m	£0.240m	£0.240m

**Rationale for external pressure –**

Assessment of learning needs can lead to a requirement for the Local Authority to provide specified education for learners with disabilities up to age 25. Local colleges or Independent Specialist Providers which are approved and funded by Young Person's Learning Agency may provide this. If neither can then responsibility falls to the Local Authority

5.

<b>External pressure Cumulative</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Prudential Borrowing costs - Deferred Interest Loans and Adult Social Care ICT system</b>	£0.074m	£0.163m	£0.241m	£0.282m

**Rationale for external pressure –**

The cost of borrowing money to fund loans under the Chronically Sick and Disabled Persons Act and for a replacement ICT system for Adult Social Care to improve efficiency.

This page is intentionally left blank



# Business Strategy

2011/12 – 2014/15

## Social and Community Services - Community Services



## Directorate Statement: Service Area Community Services

<b>Directorate</b>	<b>Social &amp; Community Services: Community Services</b>
<b>2010/11 Gross Budget</b>	<b>£15.183m (includes Community Development, Village Hall Grants and Cogges)</b>
<b>2010/11 FTE</b>	<b>334.7 fte</b>

Year on year	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
<b>Net Savings (£m)</b>	<b>-0.694</b>	<b>-2.574</b>	<b>-3.164</b>	<b>-3.196</b>

	2011/12	2012/13	2013/14	2014/15	TOTAL
<b>Planned FTE savings</b>	<b>-39.19</b>	<b>-43.71</b>	<b>-6.4</b>	<b>-2.0</b>	<b>-91.3</b>

The Social & Community Services vision is to: support and promote strong communities so that people live their lives as successfully, independently and safely as possible.

The directorate therefore has two primary functions:

- the delivery of targeted services to the most vulnerable members of the community of Oxfordshire to keep them safe and well
- the delivery of universal community services to the whole population in Oxfordshire.

Community services brings together a number of services focused on cultural services. As part of the council's corporate business strategy these service areas will be incorporated within the new cross directorate Community Service (with Children, Young People and Families) from April 2011. In view of the imperative to encourage community self-help, no proposals are being put forward for a reduction in the level of village hall grants (£87k). The staffing and budget (£533k) for the other area of the service, community development will be included within the Adult Services Scrutiny Meeting.

There are four key elements of our overall Social & Community Services strategy which Community Services work towards:

- **Prevention** "keeping people well"

Through targeted investment in support for example reading for health schemes and heritage reminiscence work we will reduce the need for more intensive and expensive services later on. Creativity and cultural opportunities for engagement and participation: demand currently outstrips our ability to respond.

- **Personalisation** “promote choice and control”

Through Self Directed Support we will allocate people – a personal budget – to exercise choice and control, and to arrange and purchase their own care and support to meet their assessed eligible needs.

Personalisation is also about developing universal community services that are available to the whole population and that support the development of communities and ensure opportunities for meaningful occupation e.g. library services providing reading and information services; day opportunities; support to carers; volunteering and opportunities that can improve quality of life through cultural and community activity. Older people are choosing to access cultural services rather than traditional day care services and recognise the value and benefits of creative activity.

- **Protection** “keeping people safe”

We have to ensure that people do not have to worry about becoming vulnerable and that they can live a life free from both abuse and the fear of abuse and can have care and support in accordance with their needs. We will treat people as individuals with dignity and respect and take action to protect people where appropriate. Cultural and creative projects and services provide positive activities for young people – diverting from otherwise possible negative behaviour. Intergenerational work breaks down barriers that exist between younger and older people and promotes greater understanding, respect and builds cohesive communities.

- **Partnerships** “working together”

We will achieve our overall strategy through working in partnership with service users and the wider community alongside our key partners e.g. in health with the book gifting scheme, Bookstart; parish, town, city and district councils e.g. in providing museum services, the voluntary sector e.g. with the WRVS delivering home library services; and the independent sector . Many of the heritage and arts partnerships are longstanding and have been built up through mutual trust, hard work and commitment – and in many cases they are examples of the ‘Big Society’ already in action.

## Activity Area - Heritage and Arts Management

<b>2010/11 Gross Budget</b>	<b>£0.109m</b>
-----------------------------	----------------

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	<b>-0.051</b>	<b>-0.102</b>	<b>-0.102</b>	<b>-0.102</b>

### Current service activity

Heritage and Arts Management provides strategic leadership, management and support across a range of heritage and arts activities:

- Oxfordshire County Museums Service
- Oxfordshire History Services (Oxfordshire Record Office and Oxfordshire Studies)
- Oxfordshire Victoria County History
- Oxfordshire County Music Service
- The Mill Arts Centre, Banbury
- Partnerships with arts organisations

The Heritage and Arts Office includes the full-time post of County Heritage and Arts Officer (CHAO), and part-time management assistance and secretarial support.

### Statutory minimum

None

### Proposals to deliver efficiencies

Closing the office completely: this achieves the maximum saving. The likely reduction in scale of heritage and arts services and activities reduces the value of the heritage and arts office. Service managers will in future report to another senior manager within the new 'Communities' function.

Impact of the proposal on service users and communities

Indirect – the office does not provide any services direct – although it does administer the partnership with the arts organisations.

Impact of the proposal on other council services

The heads of each service would be required to report to another senior manager within the ‘Communities’ portfolio; there are significant synergies with learning and raising achievement in schools, and (through outreach services) with building confidence and promoting independence for older people.

Capital implications of proposed change

None; the office occupies two rooms on the top floor of The Oxfordshire Museum.



## Activity Area - Museum Services

<b>2010/11 Gross Budget</b>	<b>£1.052m</b>
-----------------------------	----------------

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Savings (£m)</b>	<b>-0.078</b>	<b>-0.277</b>	<b>-0.377</b>	<b>-0.377</b>

### Current service activity

The core responsibility of the County Museums Service is the long term care and preservation of the County collection of Oxfordshire archaeology and history material – these collections are unique and represent the material culture of Oxfordshire over the last 5,000 years. These collections are held in trust for the people and communities of the county – and for future generations. The collection is housed at the Museum Resources Centre, Standlake. The collections are used throughout the county in museums provided by Oxford City Council (Museum of Oxford), Cherwell District Council (Banbury Museum), Abingdon Town Council (Abingdon Museum), the Vale and Downland Museum Trust (V&D Museum), as well as at The Oxfordshire Museum, owned and managed by Oxfordshire County Council, and at other independent museums. The Oxfordshire Museum, founded in 1964, has been rejuvenated in recent years with funding from the Heritage Lottery Fund, investment from the County Council and support from the Friends organisation. The museum site currently attracts about 170,000 visitors per year (cost per head £1.17). There is a learning and outreach service which uses heritage and arts collections in schools and with community groups – its work with older and vulnerable adults, stimulating creativity and promoting independence – has been particularly valued. Since 1995 the museums service has worked closely with an independent group now known as Soldiers of Oxfordshire – representing all the armed forces. In 2008 Oxfordshire County Council agreed to provide a site within The Oxfordshire Museum site for Soldiers of Oxfordshire to build a major new museum. Soldiers of Oxfordshire has launched a major fund raising campaign and has raised over £4 million – enabling the new museum to be built.

### Statutory minimum

Oxfordshire County Council assumed responsibility for museums in 1974 under the powers of the Public Libraries and Museums Act, 1964. There is no statutory minimum service. However the Council has acquired museum collections over the last 45 years (initially under a joint provision with the City Council) and these are held in trust for present and future generations; the council has a responsibility to care for these collections.

Proposals to deliver efficiencies

- a. To restructure the museum service: aiming to maintain basic collection care; continue partnership arrangements with other museums throughout Oxfordshire and maintain/increase income for those services; retain a learning and outreach service (including that for Oxford Castle) and services to schools and target groups (in partnership with other providers and particularly with the emerging Oxfordshire Local Heritage Partnership – this partnership, with Oxford University and other local authorities, aims to establish Oxfordshire as a ‘core’ museum to receive funding, possibly £2 million per year, direct from government to meet County Council objectives (raising achievement in schools, stronger communities and promoting independence for older people). There will be a heavy reliance on volunteers to maintain basic services.
- b. To maintain the Oxfordshire Museum, with a small core staff (3fte), and with a significant increase in the role of volunteers in partnership with Soldiers of Oxfordshire and the Friends of the museum. The staff will include a part time volunteers’ coordinator.

## Other options considered and rejected:

- a. Close the Museums Resource Centre entirely and ‘mothball’ the collection: this would create major problems for the partner museums; deny the public access to their heritage; and mothballing costs would be considerable.
- b. Seek a new partnership with external community groups to operate the Oxfordshire Museum as an independent organisation (possibly with grant aid). This was rejected on the grounds that it is unlikely any external organisation would take on the museum without a substantial revenue grant; the risks involved and the likely lengthy negotiations create a level of uncertainty which could undermine the Soldiers of Oxfordshire capital programme.
- c. Closing the Oxfordshire Museum entirely has been considered: this would seriously jeopardise the reputation of the County Council by breaking the agreement with Soldiers of Oxfordshire. It might lead to a claim for repayment of (part of) the Heritage Lottery Fund investment in the museum (50% of £2.8 million), and similarly of the Viridor investment (£80,000) and Soldiers of Oxfordshire (£100,000).

Impact of the proposal on service users and communities

The aim of these proposals is to minimise the impact on service users and communities whilst making the necessary savings. The emerging Oxfordshire Local Heritage Partnership with the University Museums and other local authorities could provide an opportunity to build on the learning and outreach. The involvement of volunteers throughout the service will increase community engagement.

### Impact of the proposal on other council services

Other local authorities in Oxfordshire providing or supporting museums are reliant on access to the county council's collections at the Museums Resources Centre. The learning and outreach team provide important opportunities for creative learning in schools and help to promote confidence and independence in older people. There could be opportunities to develop the learning and outreach services in a new partnership with Oxford University museums, funded by central government.

### Capital implications of proposed change

The Cabinet has agreed in principle to the development of a site within the grounds of The Oxfordshire Museum by The Soldiers of Oxfordshire for a new museum illustrating the story of the armed services and their families in Oxfordshire. Soldiers of Oxfordshire has raised £4 million to enable that new museum to be built and aims to start work on site in the New Year.

## Activity Area - History Services

<b>2010/11 Gross Budget</b>	<b>£0.717m</b>
-----------------------------	----------------

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Savings (£m)</b>	<b>-0.077</b>	<b>-0.163</b>	<b>-0.209</b>	<b>-221</b>

### Current service activity

History Services are currently provided from Oxfordshire Record Office at St Luke's, Cowley, and Oxfordshire Studies on the top floor of Central Library. The service acquires, cares for and provides public access to the documentary and printed heritage of the county – it includes one of the largest county photographic archives and a significant collection of oral history recordings. There are already plans to merge the services on the St Luke's site (with £285,000 capital funding towards increasing storage capacity and other adaptations).

### Statutory minimum

Oxfordshire County Council is obliged to run an archives service under the Public Records Act (1958) and the Local Government Act (1972). These Acts require the care of and provision of public access to public records (records of public bodies, health records and court records), and the records of local authorities (County, District and parish councils). Oxfordshire Records Office is the designated Diocesan Record Office for Oxfordshire under the Parochial Records and Registers Measure (1978), and has an explicit legal agreement with the Diocese to preserve and make available Church records. The Council is obliged to run a “comprehensive library service” under the Public Libraries and Museums Act (1964); this has always been held to include provision of a professionally managed local studies service.

### Proposals to deliver efficiencies

Combining the services on one site at St Luke's enables savings to be made whilst retaining the public services, with a view to extending opening to 5 days per week, and continuing to care for the collections in secure conditions meeting BS5454 environmental standards. Public access to the unique history resources can be managed in one public 'search room' under the supervision of specialist staff. Essential cataloguing and documentation processes can be maintained and some digitisation work continues, though at a lower level. The capital funding, already agreed, allows the creation of sufficient additional storage space.

Combining the service at Central Library was considered, but rejected as it is not possible to house the Oxfordshire Records Office collection of records (5 kilometres of shelved archives) on the Central Library site; and transporting archives to and from St Luke's to the Central Library was rejected as inefficient, costly and potentially damaging to the records.

The Central Library will retain a broad reference collection of local and family history secondary sources integrated with its general reference collections on the top floor of the library; the space vacated by the unique collections of Oxfordshire Studies can be used by Central Library to expand its study space.

#### Impact of the proposal on service users and communities

These plans will concentrate access to the unique and rare history resources on one site at St Luke's. This will improve the conditions in which the collections are housed, preserving them for future users; provide facilities for historical research on a single site, avoiding duplication and establishing clarity on where to access this material for users; and enable the services to maintain their full range of collections. There may be some criticism from some users for whom the central Oxford location of Oxfordshire Studies is convenient, but consultation with local and family history societies has shown unanimous support for the St Luke's plan.

#### Impact of the proposal on other council services

The release of some space on the top floor of Central Library provides an opportunity for the library to relocate its reference collections to that floor following the reconfiguration of the ground floor to allow for library self service and to offer desperately needed increased study space for users.

#### Capital implications of proposed change

£185,000 has been found externally, but a further £285,000 is required to increase storage capacity at St Luke's. This has been agreed and released by Cabinet and work is due to start in December 2010. The joint service could be operational by June 2011.

## Service Area - Victoria County History

<b>2010/11 Gross Budget</b>	<b>£0.183m reducing to £0.101m in 11/12 (this budget includes external salary recharges. Actual budget will be £0.035m)</b>
-----------------------------	---

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	<b>-0.112</b>	<b>-0.112</b>	<b>-0.112</b>	<b>-0.112</b>

### Current service activity

The Victoria County History is part of a national project co-ordinated by the University of London to research and publish an accessible history of every community in England. In Oxfordshire 15 volumes have been published to date; work is proceeding on two further volumes for publication in 2011 and 2012. The published volumes, and the Victoria County History website, are the starting point for any local history project – invaluable to schools, in further education, and to individuals and communities seeking to understand their histories. The Victoria County History is supported by the Oxfordshire Victoria County History Trust which has raised more than £50,000 per year for the last ten years – allowing the employment of additional researchers to speed up the research process. The Trust is committed to increasing that support – in response to the funding cuts already planned which will reduce County Council expenditure on the project to £35,000 per year.

Statutory minimum None

### Already agreed proposals to deliver efficiencies

In February 2010 the county council agreed to fund the Victoria County History at the reduced level of £35,000 per year from 2011 to 2015, and to continue to act as the employer for the remaining staff following lengthy negotiation with the University of London and the Victoria County History Trust. The funding reduction from April 2011 involves compulsory redundancies and voluntary pay cuts for remaining staff. The Victoria County History Trust is working hard to make up some of the shortfall through intensive fund raising, in order to maintain the project's momentum and ensure completion of plans to 2015

### Impact of the proposal on service users and communities

With the continuing support of the Trust, which has mitigated the effects of budget reductions, it will be possible to continue the planned programme of research on Oxfordshire communities and the Victoria County History project can be completed in Oxfordshire.

Impact of the proposal on other council services and Capital implications of proposed change: None

## Activity Area - Partnerships with arts organisations

<b>2010/11 Gross Budget</b>	<b>£0.259m</b>
-----------------------------	----------------

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	<b>-0.010</b>	<b>-0.153</b>	<b>-0.153</b>	<b>-0.153</b>

### Current service activity

100% of this budget is provided to arts organisations

Partnerships are maintained with key strategic arts organisations providing professional services across Oxfordshire. The level of funding support to arts organisations varies. The partnerships have supported these organisations to enable them to meet County Council objectives – strengthening communities through creative cultural opportunities; raising achievement in schools through participation in cultural events; and encouraging independence for older people by offering a choice of activities in localities Pegasus, previously part of the County Council, has moved to independence alongside a major capital programme to rebuild its theatre and workshop spaces; core funding continues to be provided to support its innovative work with young people and educational programmes.

Statutory minimum None

### Proposals to deliver efficiencies

A reduction of 60% of the budget would allow the continuation of support to three countywide organisations (Oxfordshire Theatre Company, Oxfordshire Youth Arts Partnership and Oxfordshire Visual Aids Development Agency) which would be very likely to collapse without County Council funding and continuing support to Pegasus Theatre (with a 40% reduction). All of these partners make significant contributions to County Council objectives

Consideration was given to cutting the fund completely. This was rejected on the grounds of seeking to maintain choice, supporting organisations that work countywide and meet County Council objectives through their work.

Although they are accustomed to a level of financial uncertainty, it is good practice that any significant budget reduction from a primary funder should be subject to a period of notice of at least one year – to allow the organisations time to seek alternative funding sources.

#### Impact of the proposal on service users and communities

Any budget reduction will have an immediate impact on the arts partners. We have assessed the level of funding we contribute to the organisations we are proposing to cease funding which in itself should not impact on the viability of these organisations. The proposal aims to maintain the range of arts providers in Oxfordshire, by supporting those that are most vulnerable. The implications of reduced support for Pegasus are notable as the Arts Council has recently announced its decision to reduce its support from 2011/12

#### Impact of the proposal on other council services

Any loss of cultural services will have an impact on other services. For young people, participation in constructive leisure-time activities helps improve attitudes at school; builds social skills and improves self-confidence. Lack of creativity and stimulus for older people will lead to inactivity, increased dependence on drugs (including alcohol), and depression.

#### Capital implications of proposed change

None



## Activity Area - The Mill Arts Centre

<b>2010/11 Gross Budget</b>	<b>£0.224m</b>
-----------------------------	----------------

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Savings (£m)</b>	<b>0</b>	<b>0</b>	<b>-0.090</b>	<b>-0.090</b>

### Current service activity

The Mill is a major cultural and community resource for Banbury and North Oxfordshire. As well as offering a wide range of arts and learning opportunities, the Centre is home to many groups and organisations. The Mill is open for 100 hours a week for 50 weeks a year attracting over 120,000 visitors, students and audience members per annum. The Mill's operation is based upon a "mixed economy" with a partnership approach including the Mill Management Committee and the District Council as well as the County Council. Under this arrangement the Mill Management Committee takes responsibility for the Mill's main trading and operational functions, employing some of the staff and generating significant income to support the overall work of the Centre. The Mill also has a service level agreement for Adult Learning which produces income for the County Council through the contract with the Skills Funding Agency.

The current financial model sees the value of the County Council's investment considerably increased through other fund raising.

### Statutory minimum

None

### Proposals to deliver efficiencies

A 40% reduction in funding to the Mill from the county council would present the need to move to a greater self financing model for the Mill. There are plans to redevelop the Mill as part of the Banbury cultural quarter but capital funding is unlikely to be available in the life of this strategy so cannot be relied on to bring savings linked to these proposals.

Savings can only be achieved through the loss of staff and a reduced cultural offer should it not possible to provide learning opportunities, workshops and community events on a self financing basis. A reduction in County Council support might also increase the risk that Cherwell District Council may decide to reduce or cut its entire annual grant to the Mill of £38,443.

Increasing fees and charges has been considered – the Mill already raises c70% of its gross budget from such sources – but further increases would exclude the individuals and groups the Mill has succeeded in reaching, and reduce audiences to those who can afford to pay higher prices.

An alternative strategy of transferring The Mill to a new independent status could be considered though would be more likely to succeed if there were to be capital development.

#### Impact of the proposal on service users and communities

The proposed budget reduction will have an immediate impact on the range of cultural, learning and community activities that can be provided to young people, adult learners (including those with learning disabilities) and the community. The reduction will impact on customers by reducing their choice of activities and opportunity for positive creative activity. A reduction in opening hours will leave many individuals and groups in the Banbury area with no premises to host their activities.

#### Impact of the proposal on other council services

A reduction in capacity to deliver the Service Agreement for Adult Learning may lead to lower income from the Council's contract with the Skills Funding Agency. The loss of specialist educational opportunities for people with learning disabilities, mental health users and disaffected young people would increase demand on other providers

#### Capital implications of proposed change

The capital programme to relocate Banbury Library alongside the Mill and to refurbish the Mill creating a greatly enhanced asset as the centrepiece of the Banbury Cultural Quarter provides an opportunity to review governance, management and funding arrangements, increase income and benefit from economies of scale and increase collaboration. However this funding is not likely to be available within the life of this strategy.

Cherwell District Council has made a firm commitment to the development of The Mill and has set aside a contribution of £2 million towards the capital costs together with provision of land and a new access bridge.

## Activity Area - Music Service

2010/11 Gross Budget	£2.736 m
----------------------	----------

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.057	-0.120	-0.220	-0.220

### Current service activity - Music Service

- Provision of individual, small and large-group instrumental lessons; management and delivery of Government programmes and initiatives, including the national *Wider Opportunities Programme*, *Sing-Up* etc.
- Management and delivery of programmes funded by charities and other organisations in schools and with other organisations.
- Delivery of curriculum teaching in Primary Schools. Performances for and with Primary Schools and concerts for same.
- Delivery of school-based ensemble leadership and teaching purchased directly by schools from the Music Service. Support for GCSE and A level work in schools.
- Management and delivery of partnership programmes with other organisations and institutions. These are often focused on areas of greatest social and economic need.
- Management and delivery of programmes for the most able young musicians (Gifted and Talented) and those with special needs.
- Management, organisation and delivery of progressive, graduated, ensemble and musicianship opportunities for young people and (some) adults via the network of Saturday Music Schools, including the Centre for Music, and weeknight activities.
- Management, leadership and implementation of holiday courses and tours. Representation of the young musicians of Oxfordshire at national and international level.
- Advice, support and consultation for Headteacher, specialist music staff, senior LA officers and elected members.

Statutory minimum The Service is not currently statutory.

Proposals to deliver efficiencies

Government ring-fenced grant funding for the music service has been removed and the service in Oxfordshire may need to move to a self financing model in future years. Proposals below are being assessed and will help to support a move towards self financing should this be required.

- Introducing charges for access to Oxfordshire Youth Music Activities – i.e. Saturday mornings etc.
- Introduction of charges for schools participating in Wider Opportunities programmes
- Restructuring of the management of the service
- Elimination of uneconomic visits to schools and very small groups – replaced with ‘centre’ provision
- Development of new areas of business (e.g. Saturday morning large-group lessons for young children)
- Elimination of areas of ‘free’ provision (e.g. public examinations in music performance)
- Rationalisation of transport provision and reduce subsidies for transport
- Significantly increasing bought-back provision from schools
- Introduction of new learning courses etc. to promote retention of pupils.
- Increasing level of financial support from charities and other third parties.
- Negotiation of introduction of flexible contracts or actual reduction of middle management posts by a further 2 fte.

Impact of the proposal on service users and communities

It is difficult to assess the impact of the proposal at this stage, as it depends on the ease with which the music service can, if necessary, move to be self funding. Steps will be taken to minimise the impact of these changes on those in living in areas of deprivation and to ensure that we continue to provide support to schools and have a sustainable music service.

Capital implications of proposed change None

## Service Area - Cultural Development

2010/11 Gross Budget	£0.119m
----------------------	---------

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.034	-0.034	-0.034	-0.034

### Current service activity

Oxford Inspires is Oxfordshire's cultural development agency. Its role is to encourage culture throughout Oxfordshire, ensuring that more people have more opportunities to enjoy great cultural experiences more often. To date it has leveraged £2m into the county to support cultural activity. The vast majority of this funding has been passed on to other arts organisations to help deliver projects. Oxford Inspires has been commissioned to support and co-ordinate work for the Oxfordshire 2012 Partnership. This includes setting up an Oxfordshire 2012 website to signpost the public and businesses to information about what is happening in the county in the run up to 2012. It has worked with partners to develop and submit proposals with a view to securing the torch relay passing through the county. Oxford Inspires has also been working to develop plans for major mass community celebrations as part of the Cultural Olympiad and hopes to be able to announce a major project that will deliver significant benefit to Oxfordshire early in 2011.

Oxford Inspires is also co-ordinating the bid on behalf of a steering committee which includes the County Council for Oxford to be World Book Capital in 2014.

The Cultural Development Officer (part-time) has supported the development of the County Council's Cultural Strategy and the ongoing consultation and working in partnership with both external organisations and within OCC to develop a strategic approach to cultural development in Oxfordshire. This post has also been supporting Oxford Inspires in the development of Oxfordshire 2012.

Statutory minimum: None

### Proposals to deliver efficiencies

There is a proposal to integrate Oxford Inspires and the newly formed Destination Management Organisation which aims to make Oxford and Oxfordshire a thriving and sustainable world-class destination for visitors, residents and local businesses by building an infrastructure that can develop and support Oxfordshire's tourism industry and the wider visitor economy. A single organisation, developing and communicating a common vision for Oxfordshire, will deliver economic and social benefits - a greater pride of place for residents, an attractive proposition for prospective employees and a consistent, compelling message to potential visitors.

Such, a combined organisation, sharing resources, is more likely to grow efficiently in the future than two separate organisations and could offer the potential for the County Council to withdraw its contribution to Oxford Inspires at some point in the future. It is proposed that no reduction in the funding for Oxford Inspires be considered until the Destination Management Organisation has become established.

It was agreed in the 2010/11 budget process to cut the cultural development budget of £15,000 with effect from April 2011, and it is therefore proposed that the role of the Cultural Development Officer could be deleted from 2011/12.

Impact of the proposal on service users and communities and on other council services

There will be a loss of support for consultation and working in partnership with both external organisations and within the County Council to develop a strategic approach to cultural development in Oxfordshire

Capital implications of proposed change: None

## Service Area - Library Service

2010/11 Gross Budget	£8.660m
----------------------	---------

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.275	-1.613	-1.867	-1.887

### Current service activity

The Library Service provides access to books, information and knowledge, to support the recreational, cultural and educational needs of those who live, work, and study in Oxfordshire. Our customers are all those who live, work, visit and study in Oxfordshire. The core service provides a universal network of library buildings (43) and vehicles (7); a comprehensive countywide collection of books, online resources and other items, accessible to all, and exploited to support: reading and literacy; learning; economic wellbeing; community cohesion and healthy living; targeted work to support children's and adult's reading, learning and digital skills; online and telephone based remote services; public access computers, deployed across the building network, used to provide access to online information; help people develop digital and information skills; and combat digital exclusion. The service provides and manages the Rural Children's Centre on behalf of Children, Education and Families and two prison libraries on behalf of HM Prison Service.

### Statutory minimum

Extract from the legislation:

The County Council's general statutory duty, laid down in the Public Libraries and Museums Act 1964, is:

*"to provide a comprehensive and efficient library service for all persons desiring to make use thereof "*

In fulfilling its general duty, the County Council should:

*"in particular have regard to the desirability — of securing, .....that facilities are available for the borrowing of, or reference to, books and other...materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children.....; and*

*of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; "*

The legislation does not set minimum specific minimum standards. The most recent challenge to a library authority under the legislation (Wirral Inquiry 2009), indicated that to ensure it meets the general duty, an authority should identify the specific and local needs of adults, children and young people of all ages and demonstrate that having done so, it provides services to meet these needs in the best way possible, within the resources available.

### **Proposal to deliver efficiencies**

This is an opportunity to restructure our library service for the 21<sup>st</sup> century. Our vision for the library service of the future is :

- Library hubs - in our main towns and in key rural areas to ensure coverage across each locality.

These library hubs will be situated in areas which have strong transport links to hinterland communities or in areas which can provide a focus for rural communities. We have identified that 82% of library visits (excluding mobiles) currently occur at the libraries presently selected as our hubs.

The proposal includes seven day opening at central library in Oxford.

Oxford Central	Bicester	Didcot	Wantage
Abingdon	Carterton	Faringdon	Thame
Banbury	Cowley	Henley	Witney
Kidlington	Wallingford	Chipping Norton	Burford,
Eynsham	Goring	Hook Norton	Watlington
Wheatley	Woodstock	Wychwood	

- Interactive library network

Each hub will be supported by an interactive library network. We will use technology to modernise and enhance our service so that all Oxfordshire residents can access the books they want. We will extend our library loan service to include e-books and e-audio downloads, so people can get the books they want direct to their home PCs, i-pads

In addition to delivering books, mobile libraries will also continue to provide support to our more vulnerable residents; older people or those in isolated rural communities.



The mobile libraries will provide the 'spokes' to our library hubs. We will review the mobile library so that it is used to greatest effect.

- Big Society

There are a number of areas where we will look to develop Big Society solutions. Whilst we will no longer fund the provision of a traditional library service in some communities, we will instead work with that community to help explore alternative ways of providing the services its residents want and need.

We will look for opportunities to develop Big Society solutions in the following areas:

Adderbury, Bampton, Benson, Berinsfield, Blackbird Leys, Botley, Charlbury, Chinnor, Deddington, Grove, Headington, Kennington, Littlemore, Neithrop, North Leigh, Old Marston, Sonning Common, Stonesfield, Summertown and Woodcote,.

The model proposed incorporates the following principles:

- Library provision is focused on centres of population and evenly spread geographically
- Library provision reflects regular shopping and travel patterns from local communities (to be confirmed by data analysis which is underway).
- Library provision reflects key patterns of current use
- Access to library services is targeted in areas of socio-economic need (to be confirmed by data analysis)
- The core library offer includes universal and targeted services.

#### Impact of the proposal on service users and communities

A high level assessment of the impact of this proposal identifies that the main groups affected are children and adults who are less mobile for whatever reason (e.g. older people, people without their own transport, people with disabilities). These groups would be less well served than currently, as would some rural communities and Oxford city residents, workers and students who do not have cause to travel regularly to the city centre.

The majority, (at least 82% of current visitors and 79.5% of borrowers using branch libraries) will continue to receive a high level of conventional library service. At most, 18% of current users may find it more difficult or impossible and/or more time consuming to access library services.

The risks will be mitigated by the:

- Introduction of eBook and eAudio loan services
- Extension of home library services provided by volunteers, targeted at older people and others who are unable to leave their homes
- Use of mobile libraries to serve sizable rural communities acting as a hub for these communities, working in partnership with other services and enabling people to drop off, reserve and collect books
- The provision of resources to support the development and maintenance of community initiatives to extend library services.

#### Impact of the proposal on other council services

The closure of library buildings will have an impact on Property Services in terms of over property costs, maintenance requirements, leasing arrangements and overall asset management considerations.

#### Capital implications of proposed change

An initial assessment of liabilities or difficulties in disposing of any of the libraries owned by the County Council has been carried out. Libraries occupying space on school premises, such as Littlemore are unlikely to generate any capital receipt and others could conceivably continue in community use.

The reduction of the core building network to 23 libraries, places the greatest emphasis of service provision on Oxford Central Library and the main towns. The case for capital investment in the town libraries, therefore, becomes even stronger from both a community and a service perspective.



# **Business Strategy**

**2011/12–2014/15**

## **‘Safer by Design’ Community Safety Fire and Rescue and Emergency Planning**

## Directorate Statement

<b>Directorate</b>	<b>Fire &amp; Rescue Service, Emergency Planning &amp; Community Safety</b>
<b>2010/11 Gross Budget</b>	£29.374m
<b>2010/11 FTE</b>	401.65*

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
<b>Total of Proposals</b>	-0.596	-1.040	-1.510	-1.610
New service pressures	0.050	0.050	0.050	0.050
<b>Net Savings</b>	<b>-0.546</b>	<b>-0.990</b>	<b>-1.460</b>	<b>-1.560</b>

	2011/12	2012/13	2013/14	2014/15	TOTAL
<b>Planned FTE savings</b> (including retained RDS fire fighters)	-13.2	-8.0	-1.0	0	-22.2

\* There are also 364 retained fire fighters. The full time equivalent for retained equates to 120 hrs per week, many retained staff only offer cover for part of this period. The figure of 364 given is the **total number** currently employed.

The “**Safer by Design**” Business Strategy covers the Fire & Rescue Service, Emergency Planning and Community Safety and is a transitional document which recognises the progressive movement of Services from the former Community Safety and Shared Services Directorate into the Social and Community Services Directorate. The Strategy is written to capture the medium term vision for all of the Services identified.

The strategy links directly with all Corporate Strategic Objectives:

A **World Class Economy** is supported via our contribution to the sustainable development and protection of a thriving local economy by provision of advice and support to enable local businesses to successfully compete in the marketplace, ensure their business continuity and minimise the likelihood of emergencies (e.g. fires).

**Healthy & Thriving Communities** are supported by our actions to help reduce crime, antisocial behaviour and the fear of crime and supporting and protecting those at greatest risk from doorstep crime, domestic abuse and hate crime. In addition we safeguard our communities from fire risk through the provision of protection, risk reduction, intervention and provision of information. We also provide directly or work with partners to deliver preventative programmes for children and young people at risk of offending and to reduce crime and anti-social behaviour. Finally we develop service, organisational and community resilience through education and training and the development of community led planning

**Environment and climate change** objectives are supported by protecting our environment through reducing carbon emissions by reducing emergency incidents (e.g. fires) and through partnership working with the Environment Agency to minimise the effects of flooding, pollution incidents and fire-fighting actions.

We strive for **Better Public Services** by the delivery of our efficiency programme and value for money in general. We work with South East Fire Improvement Partnership for collaborative activities and are by this strategy, developing our data led, targeted prevention activities, aligned to locality working and increased use of volunteers and other partners.

**“Safer by Design”** is our vision for self reliant safer communities, with enabling actions and resources provided or commissioned by Oxfordshire County Council, working in partnership with a range of third parties. Intelligence led, locality specific approaches will identify practical preventative measures delivered through internal resources and via community based partnerships, which will address many of the emerging societal risks.

The **“Safer by Design”** vision has four main strands of activity which are:

- a) Growing in confidence – a strategy for safer young people
- b) Living in confidence – a strategy for the residents of Oxfordshire
- c) Travelling in confidence – a strategy for those on the move
- d) Working in confidence – a strategy for business.

Although the Fire Service (and, to a lesser extent, Emergency Planning and Trading Standards), will always maintain a reactive/999 response to calls for assistance, the main emphasis of the Council’s approach towards delivering a safer society is intended to be via preventative and educational measures, delivered by multi-skilled employees, voluntary agencies and other partners who can take practical actions as extra eyes and ears (and where appropriate hands) of the County Council, promoting risk awareness, self help, safeguarding and sign-posting specialist assistance and support when required. This approach is specifically designed to embrace the preventative agenda and reduce the call upon other Council services such as Adult Care.

For those services involved in regulation such as Trading Standards and Licensing, we will seek to move forward in conjunction with our District partners to deliver an integrated approach to regulatory services. As an integrated approach develops, the Trading Standards Service will extend locality specific services, supporting communities to address local issues and building preventative partnerships.

Approximately 90% of the overall Directorate budget relates to the Fire & Rescue Service and therefore the main delivery arm of the strategy is via this Service. However, the approach proposed is equally effective for all other services. The main capital and revenue issues associated with the Community Safety Directorate are the creation and maintenance of 'capacity to respond'. The Directorate has varying degrees of ability to make productive use of the 'capacity to respond' in intervening periods between safety related incidents and events occurring. Our future approach will be to further extend our prevention agenda therefore minimising the call on emergency response. Trading Standards Animal Health team is an example where the 'capacity to respond' (e.g. to a foot and mouth outbreak) is also productively used to monitor day-to-day animal welfare issues, eg. inspecting animal markets to reduce the risk of outbreaks of disease. The Fire & Rescue Service, despite its historic 'low cost and high performance' status, has been less able to achieve full productive effectiveness of its 'standing assets' due to the extensive use of Retained Duty System (RDS) staff. The Fire and Rescue Service has received investment through additional fulltime Watch Managers whose role is to support Retained Duty System fire stations, personnel and to improve the operational availability of fire engines. Going forward, we intend to further utilise these resources in localities across the county to deliver a broader suite of community safety initiatives.

The Directorate will ensure challenges are managed to ensure the successful implementation of this strategy. These challenges include:

- the scale of the financial savings
- potential further reductions in government grant funding
- increasing staff understanding and connection with other teams and wider corporate initiatives
- engaging the public and third parties in voluntary service provision
- the potential closure of Consumer Direct service
- growth in demand for reactive services reducing capacity to deliver preventative work streams

The Cabinet has already endorsed Fire & Rescue response targets (80% incidents attended in 11 mins, 95% in 14). The current targets can reasonably be expected to be met, with a minimum station disposition (using predominantly RDS staff) of 24 fire stations and 34 front line fire appliances. Oxfordshire Fire & Rescue Service already has one of the 'slowest' attendance time pledges with neighbouring brigades stating 'quicker' times than our current Cabinet endorsed pledge.

By 2015 the Directorate seeks to:

- Focus predominantly on 'Prevention and Protection' activities to minimise the need for 'Response' resources
- Remain committed to operational excellence, measured by the speed and weight of response to incidents and staffed by competent employees or partners<sup>1</sup>
- Maximise productive use of the 'standing assets' (capital assets, people and 'brand') delivering directly or co-ordinating third party actions designed to improve community safety
- Have developed a range of specific activities (minimum one scheme in each of the 14 localities) designed to meet local needs to improve community safety
- Have implemented wider corporate and community use of Fire Stations
- Have used volunteers and other partners to:
  - Increase the number of referrals from other agencies identifying potential threats to or vulnerable people requiring services (Rogue Traders, Domestic Violence Reports, Home Fire Safety Checks)
  - Conduct specific activities on behalf of the Council, eg. Home Fire Safety checks fitting smoke alarms/security products
  - Provide youth programmes, eg. Junior Citizen activities
  - Extend good neighbour and Neighbourhood Weight Watch<sup>2</sup> schemes
- Have developed and implemented effective data sharing protocols with Social and Community Services recognising the common customer base allowing for a common data base and a targeted proactive intervention programme
- Have successfully transferred selected Community Safety Services into Community Services under the shared 'Communities' position within Social and Community Services and Children Young People and Families Directorates.
- Have exploited synergies between the Fire and Rescue Service and Social and Community Services support services allowing for integration where effective
- Deliver excellent Customer Service by exploiting the 'can do' attitudes of response staff
- Be intelligence-led and using customer analysis to target support to 'at risk' and vulnerable groups and communities
- Facilitate the most efficient contribution to local community safety priorities from County resources
- Have developed an integrated Road Safety team working with partners to maintain the reduction of those killed and seriously injured on Oxfordshire's roads.

---

<sup>1</sup> This should be considered against the ability of the service to respond with slightly diminished resources.

<sup>2</sup> Bridge and road weight limit schemes

## Fire & Rescue and Emergency Planning

<b>Employees</b>	341.09 FTE*
<b>2010/11 Gross Budget</b>	£24.675m

- There are also 364 retained fire fighters. FTE for retained equates to 120hrs per week, many retained staff only offer cover for part of this period. The figure of 364 given is the **total number** employed at Q2 in 2010.

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	-0.292	-0.464	-0.830	-0.830

### Current service activity

The Fire & Rescue Service receives emergency calls for Oxfordshire to enable crews to be mobilised to save life through attending fires, road accidents and other emergencies. The Service also provides humanitarian assistance, responds to acts of terrorism and the effects of climate change, eg. flooding, contributes to the wider civil resilience of the UK, provides community safety advice and education and undertakes fire safety enforcement. Emergency Planning assess the risk of emergencies occurring, undertakes contingency planning, prepares Emergency Plans and delivers Business Continuity Management, including public warning and informing in the event of an emergency.

### Statutory minimum

The Service is required under the Fire & Rescue Services Act 2004 to make arrangements for dealing with calls for help and making arrangements for extinguishing fires and protecting life and property in the event of fire, rescuing people from road traffic accidents and dealing with any other emergency. It is not possible to set a statutory minimum for this, as this part of the Service is demand led. There is also a responsibility to make provision for the purpose of promoting fire safety. In doing so the authority must, to the extent that it considers it reasonable, make arrangements for the provision of information and publicity of steps to be taken to prevent fires and death or injury by fire and give advice, on request about how to prevent fires and restrict their spread and the provision and maintenance of the means of escape in case of fire.

Under the Regulatory Reform (Fire Safety Order) 2005, the Service has the responsibility for enforcement and has to issue enforcement and prohibition notices where businesses have not taken adequate fire safety precautions. The Civil Contingencies Act 2004 requires the Authority as a category 1 responder (ie. an organisation at the core of the response to most emergencies) to assess the risk of emergencies occurring, develop emergency and business continuity plans, and maintain arrangements to warn, inform and advise the public in the event of an emergency. These activities are led by the Emergency Planning Unit whose



existing MTFP has been amended (with corresponding alternative efficiencies) to protect the ability of the Unit to maintain a 24/7 rota, allowing the County to rely on a qualified Emergency Planning professional to initiate emergency response and recovery actions.

#### Proposals to deliver efficiencies

These proposals list specific deliverable savings which appear as 'Further savings to be identified' in the current Medium Term Financial Plan (MTFP)

- **Review of the service**, including current Integrated Risk Management Plan (IRMP) projects, the national strategic review of the Fire & Rescue Service and synergies with Children, Young People and Families and Social and Community Services Directorates. This includes:
  - Removal of one fire engine (as already identified in the current MTFP)
  - Reduction of one Technical Fire Safety managerial post
  - Removal of 2 whole time operational fire-fighters through an establishment review at Banbury and Slade Park (Cowley) fire stations

The move into Social and Community Services creates an opportunity to consider how activities currently undertaken, can be streamlined and merged. Service knowledge clearly indicates that we share a common customer base of those who are most vulnerable in society. The future integrated approach will allow a common customer database therefore allowing us to target our resources to those most at risk. Efficiencies realised as a result of this include:

- Removal of one managerial/support/clerical post
- Savings (for the Fire and Rescue Service and Emergency Planning) from more effective procurement (including directorate, regional and sub regional initiatives)

Additional efficiencies have also been considered. This has resulted in the following proposals:

- Reduce initial trainee training volumes (by increased reliance on qualified fire-fighters transferring into the Service)
- Increase income from selling spare places on internal courses to local organisations who also wear breathing apparatus / require specialist driver training
- Remove the Retained Recruitment Officer post and transfer all functions to other managerial positions
- Reduce the Assessment Centre promotion and selection processes and medical related expenditure.

(Oxfordshire Fire and Rescue Service has been subject to several external assessments and inspections all of which identified that we maximise the use of our human resources, so therefore there is very limited managerial capacity remaining).

Impact of the proposal on other Council services

Staff within Shared Services may have to take on additional 'co-ordinating' responsibilities due to the removal of the retained recruitment officer post.

Capital implications of proposed change

The proposals listed above are not dependent on capital funding and will not release any capital assets.

## Community Safety – Safer Communities Unit

<b>Employees</b>	6.41FTE
<b>2010/11 Gross Budget</b>	£0.884m

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Savings (£m)</b>	-0.141	-0.141	-0.141	-0.141

### Current service activity

The Safer Communities Unit delivers the County Council's statutory duty to work in partnership to develop and deliver community safety strategies. These strategies contribute to making Oxfordshire a safe and supportive place to live, work and visit. The Unit's prime focus is around the co-ordination of partnership working to deliver community safety services to the public in the most efficient manner. It also hosts partnership and grant funded posts to support project delivery on Oxfordshire wide community safety priorities.

### Statutory minimum

All services aligned with our responsibilities under the Crime and Disorder Act 1998 which requires the County Council to work with other designated bodies to tackle crime and disorder, anti-social behaviour, racially-motivated crime, substance misuse, fear of crime and re-offending. The Safer Communities Unit has already been subject to a fundamental service review and the future role of the Unit was agreed earlier this year. Work is on-going to restructure the Unit inline with the outcomes of the review. In implementing the recommendations, the Unit will become more focused on mainstreaming community safety into the rest of the council, whilst still supporting district activities covering countywide issues such as domestic violence, drugs and alcohol abuse plus anti-social behaviour.

### Proposals to deliver efficiencies

The savings proposals assume a reduction in grant funding. The total 2010/11 budget for the service is £0.884m of which £0.652m is the Safer and Stronger Communities Fund (SSCF) and is passed through to local Community Safety Partnerships. The remainder (£0.232m) supports the establishment of 4.2 FTE. Since the grant allocation is expected to reduce or cease, Community Safety Partnerships will refocus their resources and partnership activity to deliver community safety objectives. This will not affect

the core service provided by the Safer Communities Unit but may affect joint funded project posts that we host (e.g. the County Domestic Abuse Coordinator and Hate Crime Project Lead Officer). The Unit will work closely with the Community Safety Partnerships to mitigate the effects of any reduction in funding.

The corporate restructure and, in particular, the creation of a cross-directorate Communities Team presents opportunities to reconfigure the delivery of the Council's Community Safety obligations. This restructure, coupled with the retirement of 2 members of the team, will present opportunities for delivering efficiencies.

Impact of the proposal on service users and communities

Reductions in the Area Based Grant allocation for Community Safety Partnerships will have a direct impact on the community safety activities undertaken by the partnerships. The majority of this funding is used by partnerships to support community safety officer posts to coordinate and deliver community safety projects addressing identified local priorities. Partnerships will determine how to manage the impact of any reduction but an inevitable consequence is likely to be a reduction in coordinated County wide activities and partnership working.

Capital implications of proposed change

There would be no capital assets released as a result of the changes.

## Community Safety – Trading Standards

<b>Employees</b>	47.15 FTE
<b>2010/11 Gross Budget</b>	£2.551m

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Savings (£m)</b>	-0.140	-0.407	-0.507	-0.607

### Current service activity

The Trading Standards Service enforces approximately 80 Acts of Parliament and several hundred sets of subordinate legislation on behalf of the Council. The wide remit of the Service ranges from food safety to fair trading and fraud, illegal money lending to counterfeiting, farm animal health and welfare controls to under-age sales, product safety to overweight heavy goods vehicles, doorstep crime to the storage of hazardous substances.

### Statutory minimum

All significant activities are aligned with responsibilities under the legislation referred to above. Minor exceptions exist as follows: Community Engagement activities such as Junior Citizen and electric blanket testing, the provision of Consumer Advice, the enforcement of road/ bridge weight restrictions and heavy goods vehicle overloading.

In respect of the duty to enforce legislation, no general minimum requirement is defined. However, the Service prioritises its response to alleged breaches of consumer protection legislation and only responds to complaints and intelligence that require a response to prevent harm (physical or economic). This is currently 34% of all complaints that on initial assessment suggest that a breach of legislation has occurred. In addition, the service already fails to meet the requirements of the national risk assessment scheme which should be used to determine the frequency of inspection of businesses within the county.

### Proposals to deliver efficiencies

In October 2010, the Government announced plans to put local authority Trading Standards Services at the heart of their consumer protection policies and to divert almost all central government funding for consumer organisations to local Trading Standards Services and Citizens Advice. Therefore, it is likely that additional functions will be provided by Trading Standards in April 2011. As funding is expected to come through Revenue Support Grant, the amount of grant for these new functions may not be transparent.

The proposals for efficiencies within Trading Standards will need to be responsive to this new opportunity and therefore changes are minimal in 2011/12 to ensure that the Service can capitalise on any new funding streams.

It has recently been announced that a grant received by Trading Standards for animal health enforcement has been changed and is to be funded through Revenue Support Grant and reduced by approximately 70% by 2014/15. The impact of this funding change will be a reduction in capacity for animal health and welfare functions.

- The existing plans to deliver efficiencies still apply. However, the plan to re-provision consumer advice through Consumer Direct may need to be revised if national changes are made to Consumer Direct.

Proposals to deliver additional savings are:

- More focused approach to the Community Liaison work - these posts engage with communities in order to identify their needs for our services and deliver events and projects designed to raise awareness of consumer issues. Efficiencies will be gained by reducing the team by 2 posts, therefore requiring the team to coordinate work (including support to the Junior Citizen programme) in a more focused manner.
- A review of options for potential for partnering with other councils or contracting out to another organisation. This has the potential to create economies of scale and further reduce staffing costs. An appraisal of options for shared regulatory services between the Oxfordshire local authorities is being completed and will report in spring 2011. In addition, discussions are on-going with Buckinghamshire County Council to determine whether a joint approach could deliver more resilient services at a lower cost. On this basis, it is considered a possibility that savings through shared services will be deliverable. Alternatively, should such a change be considered undeliverable or undesirable after a full options appraisal has been completed, further reductions in the order of 5 front-line enforcement posts would achieve the savings target but decisions on what functions are no longer provided would be required.
- A managerial restructure in 2012 – this is also being recommended because it fits with the business strategy principle of reducing the number of managers.

#### Impact of the proposal on service users and communities

New funding opportunities may mitigate the effects of the proposed reductions.

The Service already operates a minimum service in respect of business inspections and in response to complaints. Proposed changes to focus the service resources more on reactive 'response' services.

The reduction in Community Liaison Officer posts will result in a minimised community engagement and harm prevention activities (e.g. doorstep crime training for carers, promotion of the Stop Loan Sharks project, support for the Junior Citizen programme,

proactive business legal advice). Adopting an alternative model for the provision of the Service (eg. contracting out or partnering with another local authority) may offer opportunities to achieve economies of scale and thereby maintain service provision whilst reducing cost. A reduction in managerial posts may result in a change in enforcement capacity and capacity to investigate complaints. The potential for partnering will enable some of this impact to be mitigated through shared resources and expertise..

#### Impact of the proposal on other council services

Reducing prevention work will result in a cessation of support for electric blanket testing and the Junior Citizen programme which may have an impact on the Fire and Rescue Service. The management restructure will impact on internal workloads and could have a knock-on effect on support provided to other services. Significant pressures could arise on managers when the volume of legal work is high.

#### Capital implications of proposed change

Depending on the outcome of partnership discussions there could be the potential for shared accommodation which could result in the release of the building currently occupied by Trading Standards. Capital funding could be required to secure shared alternatives.

## Community Safety – Gypsy and Traveller Service

<b>Employees</b>	7 FTE
<b>2010/11 Gross Budget</b>	£0.894m

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	0	0	0	0

### Current service activity

The Gypsy & Travellers Service provides landlord services for some 80 families resident on the County Council's 6 permanent sites as well as safeguarding the county's settled communities from the problems associated with unauthorised encampments. The service also provides this function for Buckinghamshire County Council and Brent Housing Partnership which are generating additional income. Further contracts are being sought.

### Statutory minimum

There is no statutory requirement on the County Council to provide permanent gypsy and traveller sites. However, we own these sites and as such have a duty to maintain them. The cost of doing so is minimised by efficient running of the sites to collect rent and ensure high site occupancy.

In respect of unauthorised encampments, the team's work directly supports the authority discharging a range of statutory responsibilities, eg. to provide for welfare and education needs of travellers and to deal with obstructions on the highways. In addition, the team's work minimises clean-up costs and promotes good relationships between the settled and traveller communities.

### Proposals to deliver efficiencies

The Gypsy and Traveller Service already generates income of £0.800m, leaving a net cost to the service of £0.096m. Further contract or consultancy opportunities are being sought which may reduce the cost of the service further.

The provision of an in-house repairs and maintenance function for Traveller sites is in operation in Buckinghamshire and it is believed that this approach could reduce maintenance costs. The in-house repairs and maintenance function commenced in September 2010 in Buckinghamshire. It has not been possible to achieve the £0.020m saving in the existing Gypsy and Traveller Service efficiency plan that relied on providing the repairs and maintenance in Oxfordshire. However, a business case to



commence this work will be prepared based on the saving delivered in Buckinghamshire and a business case for extending this arrangement to Oxfordshire's sites will be prepared.

Impact of the proposal on service users and communities

As the proposals are income generating there are no negative impacts on communities. The provision of an in-house repairs and maintenance service could improve relations on sites.

Impact of the proposal on other council services

The proposal to develop in-house repairs and maintenance for the Oxfordshire sites would lead to a reduction in demand from the service for minor repairs from property services.

Capital implications of proposed change

There are no immediate capital implications from the proposals. Any increase in contracts for service provision could lead to an increased need for staff and associated office space.

## Directorate's external pressures

1.

External pressure	2011/12	2012/13	2013/14	2014/15
<b>Training for fire fighters using Breathing Apparatus (£m)</b>	0.050	0.050	0.050	0.050

The report received following an inspection by the Health and Safety Executive (HSE) has resulted in 18 recommendations, one of which is to increase the amount of breathing apparatus training for fire fighters. The service has no control over the HSE which can issue improvement notices if it believes there is a significant breach of health and safety.

2..

External pressure	2011/12	2012/13	2013/14	2014/15
<b>Part time workers (Prevention of less favourable treatment) Regulations 2000</b>	Not known	Not known	Not known	Not known

Retained fire fighters are classed as part time workers under these regulations. Claims have been made by the Fire Brigades Unions (FBU) and negotiations continue regarding a settlement. A figure of £0.225m has already been assumed for one off costs but what cannot be predicted at this point are the ongoing costs of equal pay.

The implications of the Government FiReControl project are excluded from the above due to uncertainty at this time.

## Summary

The Community Safety Directorate is embarking on a significant period of change as we move towards integration with Social and Community Services. This, coupled with the national comprehensive strategic review of Fire & Rescue Services and the work within Trading Standards around forming external partnerships and a single regulatory approach with Districts, requires significant change management. This would have been challenging had there been no other external requirements.

Within Fire and Rescue, there is a significant challenge in order to meet the original £0.662m efficiency saving that remained 'to be identified' in the current MTFP. The Service's history of a low cost base and previous efficiencies means there is little capacity for the delivery of further savings without significantly causing detriment to the front line emergency response.

The recent announcement over the potential abolition of the Office of Fair Trading and the National Consumer Direct helpline creates uncertainty over government Trading Standards direction. However, the government appears to be wishing to pass responsibility for consumer protection and enforcement to the professional Trading Standards Officers at Local Authority level and, subject to accompanying resources, Oxfordshire County Council Trading Standards welcomes this future opportunity.

Additionally, there is a pressure on the delivery of animal welfare following a decision by DEFRA to reduce grant for this service over the next four years.

Our future approach will involve re-engineering our existing working practices and through maximising the use of the councils assets (both human and capital), create an integrated service delivery to produce a safer, more informed society. **"Safer by Design"** is our vision for self reliant safer communities, with enabling actions and resources provided or commissioned by Oxfordshire County Council, working in partnership with a range of third parties. Intelligence led, locality specific approaches will identify practical preventative measures delivered through internal resources and via community based partnerships, which will address many of the emerging societal risks. Through a truly integrated approach, we will seek to improve the safety, awareness and confidence of those who choose to grow-up, live, work or travel in Oxfordshire.

This page is intentionally left blank



# Business Strategy

2011/12 – 2014/15

## Environment & Economy Directorate



## Directorate Statement

### Introduction

1. Last year the directorate set out clear proposals for radical change over the period 2010 – 2015 to establish a smarter, leaner and more cost effective way of delivering key services. This change has involved strengthening the strategic management capacity and developing new delivery models with private sector partners in a more integrated fashion whereby risks and benefits are shared in a leaner, more commercial environment.
2. The current financial environment and the need to make significantly more cashable savings over the period, accompanied by a strong element of front loading has led us to look at all aspects of this approach and we have found the strategy to be robust and have confidence that it remains the right model to deliver our medium term ambitions and priorities.
3. That said we will need to increase the pace of change, and explore all avenues to sensibly realise more income before considering reductions in service level and cessation of certain activities. Whilst this is likely to prove testing and will require challenging policy decisions we are confident that the proposals set out in this document are achievable over the medium term.
4. Broadly the directorate will become more integrated with the delivery ambitions of the other key Service directorates, particularly in relation to the development of assets and resources within the County Council and its strategic partners to become not only more cost effective but more responsive to the needs of customers and local communities and locally identified priorities
5. This transformation has, therefore, already begun and to continue to move forward we will need to:
  - Build on our existing innovative approach to partnership to produce further efficiencies and further creative models for delivering services.
  - Implement leaner operational structures, with less management layers and fewer staff overall.
  - Continue to re-tender all our high value contracts to ensure optimum contract efficiencies to maintain performance and service delivery requirements at reduced cost.

- Ensure that we are listening to our customer base to enable us to target scarce resources on those areas most highly valued by local people and communities.

### Directorate profile

6. The Environment and Economy Directorate has an overall gross budget of £99.0m and employs 568 staff. 23 are hosted by the council but externally funded. Over 50% of what the directorate delivers is delivered through contractors or with partners.
7. The Directorate is central to the development and delivery of the Council's place shaping role in terms of creating the environment for economic growth and developing the physical assets to sustain the balance between growth and environmental quality. In its key areas of spend it has two primary functions:
  - a) The delivery of the critical infrastructure necessary for Oxfordshire's economic and social development
  - b) The delivery of internal county council infrastructure through the strategic management of the organisation's property assets;

### **Broad Approach to Directorate Business and Efficiency Strategy 2010 - 15**

8. The broad principles of the Directorate Business strategy were established in the 2010/11 Service & Resource Planning process. These savings were built on the following five principles:
  - **Generating efficiencies through procurement:** By 2013 we will have re-tendered all of our high value contracts. In each case we have or will be seeking contract efficiencies in excess of 20% and we have or will negotiate shared risk partnering arrangements.
  - **Directorate Transformation & Re-structuring:** Over the next four years we will transform the directorate establishing leaner operational structures and enabling the delivery of our efficiency targets. We will also develop the strategic capacity necessary to deliver our core objectives and manage the growth agenda. The re-structuring of services and the business re-engineering should reduce the number of management layers, the number of senior service managers and the overall staffing numbers.
  - **Prioritisation of our services:** While the efficiencies gained through re-tendering and re-structuring will go a long way towards meeting our new gross savings target, we have also had to consider the priority afforded to some of our services. All

services have considered areas where they could stop/reduce non-statutory services or reduce the level of delivery to the statutory minimum.

- **Review of Income:** We have further reviewed the opportunity to generate income through our fees and charges. There are a number of significant opportunities to generate income through initiatives such as the management of charges within the parking account and the maximisation of developer funding.
  - **Strategic management of property:** We will implement the emerging Asset Management Strategy and reduce our footprint, encourage the co-location of services and aim to achieve a reduction of at least 25% in rents, rates and service charges. We will continue to pursue the achievement of a better balance between delegated and non-delegated budgets and responsibilities for repairs and maintenance.
9. Although the five themes set out in the 2010 -15 strategy continue to provide a robust framework to deliver the additional savings target for the remaining four years of the strategy, the focus has now changed so that the prioritisation of services will be given far greater focus as a strategic priority.

### Directorate transformation

10. Directorate transformation is being implemented in phases
- Tranche 1  
The new model of Highways and Transport service delivery is in place with the implementation of a new ground breaking partnering arrangement with Atkins and a complete service and management organisation redesign. There are already significant savings in the 2010/11 Medium Term Financial Plan which reflect the financial and staffing efficiencies of this procurement. The efficiencies from this contract were based on the level of service the contract was expected to deliver when agreed in 2010. The quantum of work is now likely to reduce, and whilst Atkins are likely to bear a significant part of this cost in terms of staff reductions, there may be an impact on the efficiencies that the Council can realise.
  - Tranche 2  
New senior management structural arrangements are being implemented and proposals are in development for further integration of the directorate and rationalisation of strategic and operational planning and policy groups. Additionally we have re-engineered the approach to: capital investment; commercial development; procurement; and performance and business improvement, centralising them within a Director's Office. Staff consultation is currently ongoing for the pooling of



Administrative services; first within the current directorate where generalist and specialised roles have been identified and to determine the level of possible reduction in administrative resource requirement based on a directorate wide business case.

- Tranche 3

Tranche 3 centred on the Property Services contracts retendering opportunity in 2012. Initial service re-engineering is already in consultation to provide a clearer and more focussed strategic client and a sharper operational delivery structure in preparation for the procurement of a delivery partner. The creation of a strategic asset management team will bring together capacity from other directorates into a unified offer and efficiency gains are forecast in the financial summary.

- Tranche 4

The significant changes nationally in planning policy and the removal of regional levels of governance will require a major redesign of planning, access and infrastructure teams within the Sustainable Development Service and Transport Strategy teams. This will be achieved within the overall requirement to downsize organisational structure and consultation proposals will be developed for implementation in 2011/12

- Tranche 5

The merging New Customer Services within the directorate provides additional challenges but very real opportunities to take the commercial partnering approach to a higher level. The work already undertaken in preparing Asset management and Facilities Management for the market has enabled the bringing forward of the strategic milestones for Customer Services and both will now be managed under a single transformation programme with implementation in 2012/13. Within this programme different models of delivery will be developed dependent on the ability to develop wider joint public sector frameworks or the appetite of the market to provide capital investment in the development of a joint venture partnership.

## **Key external pressures**

11. There are 3 critical issues that will provide pressures for the directorate:

- The relationship between capital investment and revenue funding: Because the directorate is the critical infrastructure strategic development and delivery arm of the council, the effect of the grant cuts experienced in other directorates will have an impact on deliverables required from Environment & Economy. Given that the directorate also manages the asset maintenance portfolio on behalf of the organisation, the reduction in revenue funding and the indirect impact of the reduction in capital funding will both create pressures on revenue in terms of maintaining that infrastructure.

- Expected cuts in capital funding: This is likely to result in significant changes to project/ programme delivery capacity within the directorate subject to the amount of capital work generated through the growth portfolio.
  - Housing Growth: Oxfordshire will experience significant housing growth over the next fifteen years. Effective facilitation of economic development and management of the growth agenda will require the directorate to re-define its core business.
12. Whilst the medium term budget model confirms that the overall pressures will remain for 2014/15, areas of high performance will be offset by those more difficult to manage.
  13. Finally, recent government announcements have re-defined Carbon Reduction allowances, which would have yielded an allowance recycling benefit to the council, as a pure Tax liability.

#### Specific Pressures affecting the Medium Term Financial Plan

14. Changes to Carbon Reduction allowances were announced in the 2010 Spending Review. The changes mean it is no longer possible to recycle Carbon Reduction allowances which had previously enabled us both to cover costs and to generate a net benefit. The tax liability has been calculated for the whole council. This has then been offset by the schools' element that will be funded through Dedicated Schools Grant, leaving a net pressure attributable to street lighting and all other non-school properties.
15. As a result of the new Carbon Tax, the reduction of carbon per se is now not a primary driver for cost reduction; a more potent driver is the reduction of energy consumption, and increased efficiency will require investment. The CRC pressures have been offset against the savings proposals.

External pressure	2011/12	2012/13	2013/14	2014/15
Carbon Reduction Tax Liability and associated pressure for reversing Carbon Reduction Commitment (CRC) benefits now not realisable (£m)	0.421	0.538	0.664	0.782

## Highways and Transport

Employees	387.35 fte (402.66 establishment)
2010/11 Gross Budget	£47.979m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-5.390	-9.518	-11.687	-12.841

### Current Service Activity

#### Service Vision

***To be a Leading Transport Authority delivering a high quality, cost effective transport infrastructure and services to our customers.***

16. We deliver all highway and transport services including highway maintenance, drainage, flooding, street lighting, bridges, traffic signals, civil enforcement, parking, transport planning, public transport, school buses, special transport, highways development control, travel planning, road safety, transport strategy, major developments, Local Transport Plan, traffic management, streetworks, asset management. The service is also responsible for the delivery of the Council's Highways and Transport Capital Programme.
17. The service is now being delivered totally through a new ground breaking partnership arrangement, with Atkins, with all staff fully integrated into one organisational structure. This arrangement began, in July 2010 and the key savings within the strategy rely on the new service being more efficient and effective in its use of resources.
18. This level of saving is already assumed in the current Medium Term Financial Plan and whilst the principles are in place for delivering the savings all of the hard work to drive and implement change is still to take place. This should not be underestimated and the additional savings required will put considerable pressure on achieving this. However, the service is positioned well to deliver.

## Proposals

### Highways Maintenance

19. We recognise that highways maintenance is one of the most important services for local areas (MORI Poll, Oxfordshire 2010). We have sought to minimise the impact of reductions in service provision by focusing resources on keeping a functional, safe and accessible road network that meets the key requirements of its users. However, being mindful of the levels of savings required we have needed to take a robust approach which recognises that parts of the service can be categorised as “non-essential” and it is right that reductions in funding are focused on those areas.
20. It is proposed that the overall budget, subject to consultation, will be reduced in the following areas of provision:
- Carriageway repairs
  - Drainage / Gully emptying
  - Footway repairs
  - Signing and lining
  - Minor improvement schemes
  - Dropped crossings
  - Minor Bridge repairs
  - Noxious weed control
21. This will represent a budget reduction of 10% spread proportionately across these areas of service and will enable all essential aspects of these types of maintenance work to be continued.
22. To mitigate the impact of reduced spending, it is proposed that the £1m Area Stewardship Maintenance Fund is protected and reframed to encourage more effective identification of service needs at a local level. The fund will be ring fenced for ‘community enhancement projects’ which would need the support of their local members. This would enable communities to identify projects and services that are important to them (e.g. replacement of non –priority road signs, grass verge cutting). This will provide local accountability for the prioritisation of the fund and Area Stewards will work closely with local members and the community to determine the most appropriate use of the funds.

Maintenance response times

23. Nationally highway defects are defined into two categories. Category 1 defects are those that require prompt attention because they represent an immediate or imminent danger and Category 2 are all other defects that meet the Council's criteria for remedial attention. In Oxfordshire, Category 2 defects are separated into 7 and 28 day responses. Whilst there are no legal standards with which to comply, the national Code of Practice recommends that these categories are addressed within 24 hours and 28 days respectively. The proposed removal of the 7 day response time would allow the less immediate works to be planned more effectively, resulting in better utilisation of the workforce and a reduced average cost for fixing each defect.
24. This will provide an improved level of service for residents as defects will be planned more effectively and with more certainty for delivery

Flooding and drainage

25. The Service has identified revenue pressures (£0.986m) within the previous Medium Term Financial Plan to enable the authority to meet its duty under the Floods and Water Act. It is proposed that the service absorbs £0.400m of this pressure by re-prioritising activities in this area.
26. It is important to note that operational activity to redress identified flooding issues are currently completely funded through capital budgets, with the exception of gully cleansing where we intend to maintain a similar level of service provision. This still leaves an additional £0.586m which will provide opportunities to improve resilience to flooding in the highest priority areas of the county.

Street Lighting

27. Street lighting uses around 2% of all electricity generated in the UK, and accounts for 27% of the Council's energy costs. The Council is responsible for approximately 58,000 street lights and has delivered a number of innovative street lighting solutions which have kept our base level energy use below 2005/06 levels, even with growth through new developments. Last year it was agreed that we would move to part-night lighting on 14,000 street lights. It is proposed that we extend this to include an additional 14,000 lights, taking the total number of street lights which will be on part night lighting to 28,000. Subject to the outcome of consultation before implementing the proposal, we will ensure that the proposal does not adversely impact on safety for the community or road users.

28. We propose to reduce our overall budget for the repairs and maintenance of street lights by 11%. Future repairs will be prioritised to instances where there is a risk to road or personal safety.

### Bus Subsidy Review

29. There are two opportunities during the 2011/12 financial year to review subsidised bus services when a number of existing contracts expire (June & December). Early indications are that the level of additional saving identified for 2011/12 will be achievable with very little impact on the bus service network. This is because a number of relatively high cost subsidised services are now close to being fully commercially viable and our revised procurement process has seen more competitive bids for subsidised services overall.
30. A risk to this is the change that has been made to the nationally funded Bus Services Operators Grant (BSOG). Reduction in the level of BSOG (20% reduction by 2014) will put additional financial pressure on bus operators. This may lead to a number of bus routes becoming less commercial. However, Oxfordshire has the highest patronage of any county for its bus services and this will help to mitigate this risk. Operators generally within Oxfordshire have strong support for their services and we would anticipate this remaining.

### Community Transport

31. We have reviewed our spending on Community Transport to ensure that it delivers value for money. We propose to re-focus our community transport funding on resources that 'signpost' people to the community transport which is available to them. We are proposing to link the resource to the current Social and Community Services pilot project, OxTAil, that signposts service users to community transport. This will support the Social and Community Services plan to rapidly ramp up their Self Directed Support initiative which places greater emphasis on service users arranging their own care & transport arrangements.

### Public Transport Development

32. Oxfordshire has the highest level of passenger transport outside the metropolitan areas and this is a key element in our congestion management strategy. Passenger information is seen by the public as essential to ease of use, however commercial channels would need to be developed to fill this gap as it is the commercial operators who gain the greatest benefits. We propose to cease to provide the Oxfordshire Public Transport Guide and review our contribution to the national 'Travel line' public transport information and Control System.

33. We propose to continue to maintain the Real Time Bus Information System but we will not allocate further resources to enhance the system.

#### Staffing within the service

34. Further to the existing commitments identified within the current Medium Term Financial Plan for staff reduction, it is proposed to reduce the staffing budget by an additional £0.250m to reflect the reduced capital funded activity. The impact to the authority can be managed through utilising the flexible contractual arrangements of the current Highways and Transport contract and draw on additional support through this mechanism to manage peaks in workload activity if and when funding increases.
35. Where we have appropriate skills in-house we will also reduce spend on consultants. This provides better utilisation of in-house staff whilst retaining the key skills and knowledge to ensure that the authority is fit for purpose in supporting the growth agenda, developer funding and other future investment. Only those areas of technical specialism will be procured through consultants

#### Road Safety

36. Road safety is an area which carries little statutory duty and the educational side, whilst important, is difficult to relate directly to casualty reduction. Plans are in place to transfer the responsibility for road safety education activities to Community Safety where it can link in with the Fire Service. As part of this transfer we will review the provision of the Footsteps child pedestrian safety programme in schools, the Council's Cycle Training Programme in primary schools, and the Theatre in Education project.

#### Controlled Parking Zones (CPZs)

37. When the council introduced permit charges it made a commitment to review the existing and older Controlled Parking Zones to ensure that they met the needs of residents and businesses. We have now completed these reviews and addressed the majority of the concerns raised. Going forward we will no longer fund further whole scale reviews of CPZs, however we will continue to manage the demand for disabled bays and reflect changes required to the controlled parking zones as a result of Section 106 investment/ planning conditions.

Place- based public transport procurement

38. Overall the County Council is currently spending in excess of £34 million on public transport related activity and control of this lies within three different Directorates (Social & Community Services (SCS), Environment & Economy (E&E) and Children, Young People & Families (CYPF). To date we have achieved much through better, smarter procurement but in a traditional sense. We now need to look at more innovative way of procuring and arranging transport to maintain services whilst cutting costs. Our plan is to look at the potential of joining up public transport services within an area and enabling the commercial operators to come forward with ideas on which areas of transport could be packaged together and how we could achieve this.
39. The proposal is to explore the potential of joining up public transport services within a geographic area and enabling the commercial operators to work with the county council to develop ideas on which areas of transport could be packaged together, for example, to develop a Quality Contract for a whole area such as a district and include all commercial services, subsidised services, social services needs and school travel.
40. There is also the potential of reviewing how we manage our Park & Ride sites and again work closely with operators to develop ideas. This would provide an opportunity to not only reduce costs but also to plan investment in the sites to ensure continuity of a thriving future service.
41. To achieve the greatest efficiencies, a Council wide approach is required, rather than the current fragmented service budgeting. CYPF and SCS must however retain responsibility for policy and commissioning to ensure that customer and business needs are met. This would require the overall budgets for public transport provision to be managed in a joined up way across the three directorates with a common aim of providing efficiencies. Savings will be made in the budget holding directorate and will contribute to any unfunded targets in future years.

Reintroducing charging at Park & Ride sites

42. The five Park and Ride sites currently operating around Oxford remain one of the largest provisions of Park and Ride in the country, offering 4,870 spaces to commuters. During the morning peak, over one in five cars bound for Oxford uses Park and Ride and annually Park and Ride is keeping more than a million cars out of Oxford's historic city.
43. The five sites currently require approximately £1.3 million a year to operate. The Council proposes to reintroduce charges at Park & Rides. Any net surplus will need to be shared with the City Council and Land Owners. The level of charging set will be such that the Park & Ride service is still attractive compared to the alternative of driving and parking the central area. Any charge introduced will be through a more seamless process such as "Pay on Foot".



Reintroducing on street charges

44. In the current economic climate it is no longer feasible for the council to provide free on street parking in Oxford. The council proposes to revert to the pre-2007 situation. This proposal is expected to generate £0.600m which will ensure than the council is able to continue to prioritise the use of public transport and Park and Ride facilities, reducing congestion in the city centre. This will also align with City Council practice for off street parking.

## Growth and Infrastructure

Employees	116.29 fte (120.08 establishment)
2010/11 Gross Budget	£33.056m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-4.366	-6.293	-9.603	-11.902

### Redefining Core Business

45. Changes in the external environment (for example the removal of nationally set targets for planning and the implementation of the coalition Government's 'localism' agenda) are such that the delivery model for the Sustainable Development Service is no longer fit for purpose.
46. The coalition Government has set out its commitment to reduce the national deficit through a combination of budget cuts and encouraging economic growth, as part of which it has emphasised the importance of encouraging growth in the private sector.
47. Increasing emphasis is being placed on the role of the public sector to work in partnership with the private sector and academia to create the conditions for economic growth.
48. The public sector has a leadership role to play in taking forward infrastructure planning to improve the co-ordination of investment to deliver a shared ambition. It also has a leadership role in transforming the planning system so that it becomes an enabler of sustainable economic growth.
49. The scale and nature of these challenges requires changes in both the culture and capability of the service. Adopting a business-led approach to encouraging growth and investing in infrastructure will enable us to meet the challenges of the new political and economic climate. To that end we will:
  - Rationalise our existing spatial planning, economic development and planning implementation teams and create a new Growth and Infrastructure team;

- Explore opportunities for new models of delivery for our countryside services as part of the wider Directorate restructuring;
- Use our success in tackling the waste issue to develop our overall waste management strategy, using the wider Directorate restructuring as the opportunity to secure synergies in the way our contractual work is delivered.

50. In addition to improving our strategic capability, this approach will enable us to realise savings through economies of scale and rationalisation of our existing teams. It will enable us to deliver an enhanced quality of service and improve our ability to shape and influence the investment decisions of other agencies and service providers.

### **Oxfordshire City-Region Enterprise Partnership**

51. The proposal for the Oxfordshire City-Region Enterprise Partnership is one of 24 partnerships endorsed by Government. It will provide a level of strategic leadership from the business community, the public sector and academia the like of which has not been realised in the past.

52. It provides the framework through which we will:

- Shape and articulate a vision for the long term future of Oxfordshire's economy;
- Promote the rebalancing of the economy from the public to private sector;
- Support existing organisations to realise their full potential through better support and co-ordination;
- Promote investment in skills development that supports growth in our key sectors (low carbon and green technologies; advanced materials and engineering; space and other high value Research & Development science based sectors);
- Remove barriers to business start up and growth, actively facilitating innovation and entrepreneurship.

53. The Partnership's initial focus will be on:

- Addressing skills deficiencies;
- Supporting innovation and growth, including access to finance;
- Business support provision;
- Securing investment for infrastructure provision.

54. Economic development needs to be seen in terms of the outcome achieved as opposed to a process undertaken. The County Council's leadership role in infrastructure planning means that it is a key participant in the Partnership.

## Transformation and Restructuring the Service

55. The Service model is focused around three key areas of activity:

- Growth and Infrastructure team
- A Countryside team;
- A Waste Management team.

### Growth and Infrastructure Team

56. The Growth and Infrastructure team will provide corporate leadership in ensuring that all of the activities undertaken by the County Council are seen as contributing towards achieving economic development. In this it will support the work of the Oxfordshire City-Region Enterprise Partnership.

57. The team will provide leadership in:

- Ensuring that strategic infrastructure needs are identified and set out in an infrastructure plan for Oxfordshire that is agreed with the district/city councils;
- Ensuring that those needs are reflected in the core strategies of local development frameworks prepared by district/city councils;
- Working with the district/city councils to increase the financial contributions secured from developers towards meeting identified infrastructure needs;
- Working with national delivery agencies to ensure that their investment priorities and plans are aligned with local needs.

58. It will achieve this by:

- Preparing the Infrastructure Plan – working with the district/city councils to identify (in broad terms) the strategic infrastructure required to deliver planned growth and support investment by the private sector;
- Adopting a tariff/levy based approach to securing developer contributions – using the framework provided by the Infrastructure Plan to explore the potential to use the resulting funding stream to establish a forward funding mechanism for enabling infrastructure;

- Aligning funding streams at national level with those managed by the County Council – using the framework provided by the Infrastructure Plan to improve co-ordination of investment across public sector and other agencies (e.g. infrastructure providers that operate within an independently controlled regulatory regime – utilities, rail);
- Providing support for partnerships with external bodies that are focused on facilitating economic growth – for example by providing technical and administrative support for the Oxfordshire City-Region Enterprise Partnership (which will have a role in co-ordinating proposals for funding channelled through the Regional Growth Fund), the Spatial Planning and Infrastructure Partnership, the Oxfordshire Waste Partnership.

59. With its emphasis on delivering activities that support place-shaping, individual leads will act as the focus for bringing about co-ordinated action in our priority locations and areas of activity.

60. These lead individuals will continue to have access to skills within the County Council that enables us to:

- Contribute to the development of core strategies for the local development frameworks prepared by district/city councils;
- Comment on planning applications of strategic significance (e.g. 400+ dwellings and major employment sites/business parks).

61. We propose to no longer:

- Necessarily comment on all smaller scale planning applications that are of local significance;
- Provide advice or comment on the more detailed supporting documents to the local development framework;
- Undertake archaeological outreach work.

62. The proposed move towards a tariff based approach for developer contributions will make it easier to secure funding for investment in infrastructure. In addition because the tariff could be applied to all development it will increase the overall amount of money secured.

63. By its very nature a tariff based approach is simpler to apply and will substantially reduce the need to undertake detailed and extensive negotiations with developers. This proposal will enable us to realise savings in staff time and resource. We propose, however, retain the specialist skills required to enter into detailed discussions with developers where the nature of the proposal is more complicated and the tariff is not appropriate.

64. We will continue to have a statutory role with regards to waste and minerals planning. We will therefore retain a core group of specialist skills that enables us to:
- Take the lead in producing the Minerals and Waste Development Framework;
  - Produce a local waste plan;
  - Determine planning applications for minerals, waste and the County Council's own development;
  - Monitor and enforce conditions relating to planning permissions.
65. The Growth and Infrastructure team will have responsibility for ensuring the legal obligations under the Carbon Reduction Commitment are met. The results of this monitoring will inform and shape future investment choices through mechanisms such as the Asset Management Strategy.
66. Creating the Growth and Infrastructure capacity is a key priority for the Directorate. Early consultation on the structure of the team will enable it to be in place from April 2011. Implementation will be supported by a change management programme that ensures key services are maintained during the transition.
67. The skill set and capability of the team is likely to be different from the existing service. Every opportunity will be sought to redeploy existing staff, however there may be a requirement for recruitment of new skills.
68. The structure of the Growth and Infrastructure team will be designed to ensure it lends itself to further integration with other activities as part of the wider Directorate restructuring (already identified in the Medium Term Financial Plan)

#### Countryside Team

69. The countryside is important to Oxfordshire both in its own right as an economic activity and as part of the wider tourism offer.
70. A significant number of the activities undertaken are statutory duties placed upon the County Council through legislation. The level of service associated with those duties is determined by the Council and we will review these further as part of our prioritisation of services.
71. However, the scale of the savings required is such that our delivery model for countryside services also needs to be reviewed. In particular the opportunity to secure service delivery in partnership with adjoining local authorities is being pursued. Specific opportunities being explored are:

- Rights of Way – potentially sharing managerial functions, management of definitive map work;
- Maintenance Works – testing the current delivery model against alternative arrangements;
- Environmental Advice – potentially creating a pool of specialist advisors that are available to support the County Council's own activities, with the potential to recover some costs through advice provided on planning applications.

72. Discussions are at an early stage and the nature of potential savings yet to be identified. A detailed proposition will be prepared by April 2011, thereby enabling savings to be properly identified.

73. We will continue to act as host for a number of projects provided that our costs are recovered from partnering organisations. Where this is not possible we will work with the project to secure alternative arrangements.

### Waste Management

74. Waste management continues to account for the overwhelming majority of the Service's expenditure (approximately 80% of gross budget). The majority of costs incurred relate to contracts in place covering recycling, reprocessing and residual waste treatment. These areas of activity have therefore been tested through the procurement process. There is therefore limited scope for realising further staffing efficiencies; therefore we are reviewing the ability to re-engineer the recycling infrastructure.

75. Our success in tackling the waste issue provides the opportunity to revise our waste management strategy such that we:

- Ensure our Waste Recycling Centres (WRC) are well located to our largest urban areas;
- Minimise the number of WRC facilities;
- Continue to invest in WRC facilities to ensure that they remain fit for purpose

76. This approach would, subject to consultation, enable us to reduce the number of Waste Recycling Centres from 9 to 5. The proposal consists of 1 centrally located facility accepting residual waste along with reuse, recycling and composting (a new facility to be delivered at Kidlington). The other 4 facilities (existing facilities at Drayton, Dix Pit, and Oakley Wood, together with a relocated Alkerton facility) would cater for recycling/composting and reuse only. Under this proposal, Ardley, Dean, Stanford and Redbridge in Oxford would close. However the Redbridge site would be maintained as a trade waste only centre.

77. This approach will reduce the capital investment required to ensure our Household Waste Recycling Facilities remain fit for purpose. It will also enable revenue savings to be achieved.

78. The extent to which further restructuring of the service is possible will be explored as part of a wider discussion on the future role and shape of the Oxfordshire Waste Partnership. This is being taken forward as part of the current review of the 2011/12 budget for the Oxfordshire Waste Partnership.

### **Prioritisation of Services**

79. The programme of restructuring and transformation outlined above will realise savings in staff costs by refocusing and rationalising our work. However in order to contribute to the wider directorate savings target there is also a need to re-prioritise our services.

80. The proposed approach adopted across the service is to:

- Review and redefine the level of service for statutory duties;
- Reduce the grants provided in support of non-statutory duties;
- Reduce all other financial incentives.

### Redefining the level of service

81. Funding for maintenance work on the Rights of Way network has been reduced by 25%. In future it is proposed that only essential and priority work will be programmed. This will result in a reduction in the level of access to the countryside. It may also result in an increase in campaigns by local amenity groups for the County Council to take action

82. Our contributions towards the Boards that manage the Areas of Outstanding Natural Beauty have similarly been reduced.

83. Provision for monitoring of closed landfill sites has been reduced to the legal minimum required (3 sites). Monitoring of the remaining (7 sites) is proposed to be reduced in line with a risk based approach.

### Reduction in Grants to External Bodies

84. Continuing to fund non-statutory activities will no longer be affordable. An immediate withdrawal from supporting these community based projects will increase the risk of their failure due to the lack of time in which to put in place alternative funding arrangements that are not reliant upon the public sector.



85. A managed programme of withdrawal for grants relating to non-statutory activities is proposed. We propose to retain the capacity to support such activities (through the provision of advice and guidance) as a means of facilitating their continued existence. This approach will help ensure that we continue to lever in substantial support (through work in-kind) from community based projects and activities.

#### Review Financial Incentives

86. As a result of the behavioural change already achieved in respect of waste management it is an appropriate point in time at which to review the policies and proposals promoted through the Oxfordshire Waste Partnership.
87. In particular consideration needs to be given as to whether there is a continued need to pay the (non-statutory) incentives to the Waste Collection Authorities in the medium term. Any reduction in these incentives may have a direct financial impact on the district/city councils and carry political risk. This will be considered as part of a wider discussion on the future role and shape of the Oxfordshire Waste Partnership. This is being taken forward as part of the current review of the 2011/12 budget for the Oxfordshire Waste Partnership.

#### **Income Generation**

88. Revenues from planning applications have fallen as a consequence of the impact of the recession on commercial activity. However, we propose in future to charge for pre-application advice and for the discharging of conditions. The likely level of income has been estimated on the basis of a scale of charges comparable with other local authorities. The scale of charges will be kept under review. Opportunities to introduce charges for other areas of professional advice (e.g. natural environment) are also being explored.
89. The County Council has a number of income generating opportunities arising from the installation of equipment to produce renewable energy on its sites. The level of income secured would be dependant on the level of funding secured to invest. Council own funds/investment will achieve the highest level of income, but would require upfront investment. Private finance could be secured but would require a profit sharing agreement. Work is currently underway to investigate the opportunities to initiate a competitive dialogue for all 6 Oxfordshire councils to secure private finance. Income generation from renewable energy installations would help reduce energy costs and would need to form part of the Asset Management Strategy.
90. Income generating opportunities in the waste management service are more limited, although there is scope for generating income from the sale of recycled inert waste and through advertising at the Household Waste Recycling Centres.

91. Partnering arrangements (e.g. sponsorship) and/or the introduction of some form of community fund arrangement in partnership with local communities may lever in additional income to invest in the Public Rights of Way network. However, the potential of this has yet to be explored in any detail and remains an unknown quantity. Opportunities may also exist to introduce pay-and-display charging in Council owned car parks that provide access to the Public Rights of Way network as a means of increasing revenue.

## Property Asset Management

<b>Employees</b>	84.2 fte (establishment 91.82 fte) <b>including transfer of Facilities Management</b> on 1 April 2010 (33.63 fte/ 38.16 fte was FM establishment transferred)
<b>2010/11 Gross Budget</b>	£18.012m (£2.225m net after recharges to other Services)

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	-1.281	-2.363	-2.770	-2.585

**Vision: Deliver effectively planned, used and managed property assets that make the maximum contribution to achieving the Council's corporate objectives, and reduce our assets to a core of well located, flexible property, focused on core public service delivery.**

### Delivering changes already in the Medium Term Financial Plan

92. As outlined in last year's directorate strategy, the Property Asset Management service is moving from a largely reactive, bottom up property service to a cross council asset management approach where assets are used in the most effective way to deliver the council's priorities.
93. The restructure of Property Asset Management to enable provision of this new service will be fully in place by November 2010. This will deliver the staffing savings in the 2010/11 Medium Term Financial Plan of £0.230m (EE37) and will establish the service needed to deliver the asset strategy, including transferring all strategic property Medium Term Financial Plan includes procurement savings to reflect the 15% efficiencies (£0.550m – EE42) we anticipate driving from this exercise.
94. Plans and projects are underway to reduce the size of the portfolio to deliver the savings targets of £0.220m rising to £0.880m already in the Medium Term Financial Plan (EE43), although to an extent these will depend on there being clear plans for changes to service delivery.
95. It is proposed that the repairs and maintenance budget is reduced in 2011/12 and 2012/13 by approx £1.2m before rising to more sustainable levels in 2013/14. This will mean that little or no planned work to non-school properties will take place within those years, However selective reinvestment would take place in the last two years of the planned period to prevent long term deterioration of the asset base.

### Delivering the Additional Savings

96. The efficiencies already profiled into the Medium Term Financial Plan drive significant savings out of property services and our assets. To deliver the additional savings required we will need to aim to reduce the costs of the non-schools portfolio by 40% leading to a saving in addition to £0.880m already in the 2010/11 Medium Term Financial Plan (EE43). The cross council approach to property assets and the need to reduce the size of the county council gives an opportunity to transform our assets to help deliver change and savings. However it is becoming clearer that these aims are not achievable unless there is clear direction and considerable change to current business models. Even with the conditions set out below this must be considered ambitious.

97. The following critical success factors are highlighted:

- Clear and timely proposals for changes or reductions in services
- A New Ways of Working initiative to transform the way our staff work and significantly reduce the amount of office accommodation needed
- A truly cross council approach to asset management and an effective Property Asset Management Service in place. The Service should act as **a corporate landlord** to provide fully serviced, optimised property for those Services where asset presence is essential. This proposal will involve the transfer of some premises budgets from Services to Property Asset Management. This will need to ensure that savings are not double counted.
- A further restructure of the consolidated Facilities Management Service to delivery salary, procurement and running costs savings of £0.300m from 2012/13.

98. Following a cross cutting challenge it was agreed that efficiencies could be gained if all non-school premises budgets were to be held by Property Asset Management. It is therefore proposed that the following non-school premises budgets, parts of which are currently held by services, are transferred to Property Asset Management from April 2011:

- energy and water budgets
- repairs and maintenance budgets
- grounds maintenance
- rent
- security
- cleaning and cleaning materials
- refuse collection

- premises insurance

99. Transfers will need to be carried out so that there is a neutral financial effect on both individual services and on Property Asset Management. Where savings have already been identified by services for activities where a budget transfer is to take place, only the reduced budget will transfer, with the individual service taking the saving.
100. In the current Medium Term Financial Plan it was agreed that the Repairs and Maintenance budgets allocated directly to schools would be examined with an overall review of delegated funding to schools, to align funding in proportion to the level of responsibility that rests with schools and the council as a whole to ensure appropriate spending, and the better management of the structural maintenance budgets. However, changes in the relationships with schools as a result of national policy may mean revisiting this strategy and considering whether schools become responsible for full repair and replacement within reducing budgets or if the arrangement remains as it is.
101. In years 2011/12 and 2012/13 the savings proposed are relatively small and come from staff reductions and reducing the repairs and maintenance budgets. In the later years it is proposed that the significant savings come from re-procurement and reducing the size of the portfolio. The preferred strategy is to deliver the majority of the additional savings by reducing the size and therefore the costs of our portfolio.
102. Two thirds of the property portfolio is owned by the County Council and therefore, in most cases, the benefits of disposal will be capital receipts rather than significant revenue savings. Although it should be possible to reduce the size of the non-school estate by 25%, it will therefore be very difficult to reduce the revenue costs by 25%. It is therefore proposed that contributions from the Strategic Measures Account (a central fund) be used to reduce this revenue saving target to reflect the benefit to the organisation of generating capital receipts from the disposal of freehold property.
103. The Asset Management Strategy is a cost reduction strategy, achieved by reducing the number of assets and therefore reducing repairs and maintenance liabilities; increasing sharing across the Council and with our partners; and making more intensive and flexible use of our office accommodation. However it will require capital and revenue investment. An initial business case will be prepared by April 2011 setting out the proposed programme for reducing the size of the portfolio, the investment required and the savings delivered.

## Summary

104. It is clear that the current business strategy is already delivering major efficiencies for the directorate. Although further efficiencies are sought through re-scoping, re-designing and re-scaling service delivery models, it is important to recognise that while a substantial amount of directorate budget is tied into very recently tendered contracts, the scope for further savings is limited unless further pooling of resources in other areas of service delivery (like public transport) is supported.
105. Therefore, for the E&E Directorate, the majority of the additional savings will have to be generated through cutting the volume of delivery, changing current service standards, introducing service charges or stopping the delivery of certain services altogether. This explains why the majority of our new proposals have policy implications. The delivery for some of the very ambitious proposals will be dependent upon decisions by / support of our partner organisations. In particular, the ability to generate additional efficiencies and revised incentives through the current Oxfordshire Waste Partnership structure may be limited.
106. The directorate will continue to be reshaped and services transformed based on the outcomes the Council wishes to achieve and the priorities we want to deliver over the next four years. This is critical to respond effectively to new business drivers and challenges; to enable cross-directorate working based on agreed priorities; to facilitate opportunities for joint-working with our partners and to be able to influence their choices over what really matters to us.
107. As the key provider of critical infrastructure for the Council, the directorate is becoming increasingly corporate in both its thinking and in its interdependency with other directorates. Issues of new models of delivery outside the directorate will significantly impact on the location, volume and quality of the assets required to deliver them. The directorate will work increasingly outside its historic boundaries with internal and external service providers to ensure that benefits from transformation are fully realised
108. One of the key challenges is to preserve and provide adequate levels of investment in critical infrastructure. It is clear that:
- the current financial environment will bring new challenges for funding the current and future infrastructure requirement;
  - links between emerging service delivery proposals and delivering efficiencies through the implementation of the asset strategy will need to be managed effectively if the target savings are to be achieved and the required benefit realised;
109. Capital and revenue budgets are extremely interdependent and the expected reduction in capital will place additional pressures on the maintenance of existing assets. There is significant performance data to demonstrate that a significant reduction in repair and maintenance budgets is both inefficient and ultimately more expensive in terms of whole life cost.

110. The five key areas of focus in this strategy will provide for a sharper business model with leaner operation costs and a re-direction of resources into recognised areas of corporate priority only. Some of the proposals will involve a high degree of public impact but are designed to protect critical frontline services.
111. The strategy has been severely tested by the scale of the additional savings required. By frontloading re-procurement of key contracts and early transformation of service delivery models the directorate is confident that it can achieve the financial savings originally profiled for years 1 and 2. In addition, after robustly reviewing the interventions profile the directorate has been able to bring forward more of the proposed savings into year 1 to offset the additional front end pressures faced by the council. This is primarily to be found from the reprofiling of proposed reductions in road and asset repair and maintenance budgets. Whilst difficult, these proposals are deliverable, although it is accepted that additional reductions in the maintenance of the critical asset base is not sustainable in the long term and future plans would require selective re-investment to prevent critical failure.

This page is intentionally left blank





# Business Strategy

2011/12 – 2014/15

# Oxfordshire Customer Services



## Directorate Statement

Oxfordshire Customer Services was formed in late 2010, when the Customer Contact Centre, ICT and Procurement formally merged in with Shared Services. The structure charts for Shared Services, Customer Contact Centre, ICT and Procurement are attached. As part of the Business Strategy changes from April 2011, all of these services will be incorporated within the Environment and Economy directorate.

### Customer Services

Oxfordshire Customer Services provides a Customer Contact Centre and manages internal relationships between services to benefit our external customers. It also provides Financial and Management Accounting; Financial Services; Human Resources, and ICT and Procurement services to mainly internal customers but some external services are provided. Additionally the school meals service, Food with Thought is based here, alongside QCS which provides a range of facility services.

The QuEST Business Unit provides an interface with schools, enabling them to access Council services. Finally, Adult Learning services are managed from within Customer Services.

### Oxfordshire Customer Services 2015

The 5 year vision for Oxfordshire Customer Services is founded upon 3 key elements:

1. The requirement to support the County Council's cost reduction strategy.
2. Harnessing the benefits and synergies resulting from the transfer to Environment and Economy, and the potential to link to further options such as external partnering.
3. Providing quality access and support to the public which meets their needs and maintaining support to internal customers.

**The cost reduction strategy** would mean that by 2015 the organisation would employ considerably fewer people and this could be achieved in customer services by:

- Re-structuring the organisation to realise opportunities, provided by the wider range of services that have come together, to reduce the overall number of senior staff.

- Seeking improvements in productivity that enable existing services to be delivered more efficiently and reduce the number of staff employed.
- Reducing capacity to reflect reduced volumes of support required by the wider organisation.
- Identifying discretionary activity that can be reduced or discarded and enabling further reductions in staff levels.
- Investigating and progressing opportunities for linking services to external partners. Work is in hand to investigate the potential of combining with another large authority to provide SAP support.

**Harnessing the benefits and synergies** from the consolidation of teams into Customer Services will be revealed as the new management team begins work.

Examples include the potential benefits identified by 'rolling' customer facing activity from all teams into the Customer Contact Centre, offers economies of scale, standardisation of service and an improved focus on work processes speeding 'turn round' time. Consolidating ICT into Customer Services offers greater scope to create an organisation-wide process improvement strategy. Bringing Procurement and Accounts Payable into one service, offers scope for greater co-ordination leading to improved procurement practice. Relocation of adult learning due to consolidation of council property assets will provide further opportunity to combine activities with Learning and Development.

**Improving and maintaining support** to customers throughout this period of change is a prime objective. In addition to the normal management and monitoring of service performance, options will be considered for different approaches to service delivery.

### Summary

This vision summarises how Customer Services is responding to a rapidly changing situation and is seeking to maximise the opportunities presented by very recent developments.

Many of the initiatives are at an early stage and as yet, changes to the wider County Council have not been articulated in sufficient detail so that their impact on Customer Services can be quantified.

As a result it is not possible to create a clear picture of the service in 5 years time but it is possible to illustrate how the service is working to develop options and alternatives and ensure that it is well placed to respond effectively.

<b>Directorate/Service</b>	<b>Oxfordshire Customer Services</b>
<b>2010/11 Gross Budget (including Food with Thought &amp; QCS)</b>	£56.068m
<b>2010/11 FTE</b>	639.9 – excluding Food with Thought and QCS

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Savings (£m)</b>	-1.789	-3.268	-3.922	-4.400

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>TOTAL</b>
<b>Planned FTEs</b>	-17.6	-16.9	-11.9	-12.4		-58.8

Estimated redundancy costs over the 4 years total £0.480m based on an average calculation.

## Service Area: Central Team (including Quest Business Unit) & Cross Service

<b>Employees</b>	<b>13.57</b>
<b>2010/11 Gross Budget</b>	<b>£3.037m</b>

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m) (*)</b>	-0.607	-0.638	-0.638	-0.638

(\*) Cross service & Management & Administration

### Current service activity

This team comprises, the Shared Services leadership team, Business Development, Quality and Customer Services, Office Services and Personal Assistants. Quality & Customer Services manages the collation of performance data, the service level agreement process, supports key process improvement programmes by providing business process re-engineering resources and manages internal and external communications. Business Development supports service development initiatives, business planning and provides line management to Food with Thought / QCS Cleaning and the QuEST Business Unit. Office services provide general office support, postal distribution and collation etc. PA's provide senior management with support and oversee the interface with Unipart Services regarding building services etc. (Note: gross budget includes central recharges).

### Statutory minimum

There are no statutory requirements relating to this group apart from Health and Safety requirements.

### Proposals to deliver efficiencies

Staff relocation allowance budget of £0.060m will cease to be required during the next two years.

Using the County Hall postal facilities rather than Unipart will save £0.040m per year.

Shared Services contributed business case savings of £2.2m to the MTFP in 2010/11 and will make a further contribution of £0.123m in 2011/12 in addition to a planned saving of £0.304m.

Deletion of the head of Shared Services post will save £0.111m.

### Impact of the proposal on service users and communities

It is believed that these changes will not adversely affect the internal running of the Service.

Impact of the proposal on other council services

It is believed that these changes will not adversely affect other council services.

Capital implications of proposed change

There are no capital implications from these changes

## Service Area - Shared Services Human Resources

<b>Employees</b>	<b>Headcount: 168</b> <b>FTE: 151</b>
<b>2010/11 Gross Budget</b>	£7.954m

	2011/12	2012/13	2013/14	2014/5
<b>Savings (£m)</b>	-0.232	-0.420	-0.608	-0.796

### Current service activity

The Shared Services Human Resources Team drives the Council's key data system (SAP). This enables the Council's workforce to be paid and enables Managers to purchase goods and services and pay suppliers; it enables sufficient numbers of people to be recruited to run the Council's services; it ensures all those recruited are vetted to ensure they are 'safe' to work with vulnerable services users and young people in Oxfordshire Schools; it issues contracts of employment for employees; it works to provide sufficient teachers and apprentices are recruited to meet the Council's workforce needs; it ensures the Council's Workforce is paid on time each month; it ensures that the workforce development needs are met including those of the social care independent sector; it ensures the health, safety and wellbeing of employees are met keeping to a minimum accidents, incidents, and levels of sickness absence; it ensures that Managers and Headteachers are supported in handling complex employee relations issues and dealing with organisational change; it manages redundancies and retirements.

### Statutory minimum

The Council has statutory and legal obligations as an employer. The Health and Safety at work Act 1974 requires employers to ensure the health, safety and welfare at work of all its' employees. For the Council responsibilities extend to third party providers who provide services for Oxfordshire clients. Employment legislation sets down the requirements for the employment of people – key acts include: The Employment Act, 2008; Equalities Act 2008. There are various Codes of Practice which the Courts expect us to follow i.e. Codes of Practice on Disciplinary and Grievance Procedures.

Within Learning and Development there is not a direct statutory framework, however we support services which are driven by statute i.e. Safeguarding Training, Health and Safety at Work Act. There is a whole area of activity which is not driven by statute (but driven by the Business Strategy) covering Core Skills such as ICT training, management development, NVQs etc., which if stopped could delivery significant savings, however this may impact on the overall capability and capacity of the organisation.

### Proposals to deliver efficiencies

The savings forecast detailed above is based upon an assumption that the organisation staff base will contract by 20% of its current size

over a 4 year period by. The savings to be achieved from a reduction in HR staff are approximated at £0.151m per year over this period. Please note, this has excluded any reduction in Schools staff base and any posts that are grant funded.

The savings achievable in HR staff are assumed to be proportional to reduction in the staff based serviced. The existing savings of £0.040m in 2011/12 and £0.075m in 2012/13 by reviewing HR functions and processes can also be delivered.

An additional saving of £0.037m per year over the 4 year period is to be taken from the Learning & Development budget under the same assumptions. The area based grant for Children's Social Care Workforce training has been removed permanently.

HR posts serving schools are typically charged through QuEST on a per head basis. If Schools make savings it will reduce income for HR (in any event CIPFA benchmarking demonstrates we are in the lowest quartile for HR staff to schools staff).

The savings from partnering have not been included in these calculations as presently the potential savings are unknown. Any future partnering savings could overtake any proposals listed here.

HR, on coming into Shared Services achieved a 35% reduction in FTE. The HR Service is going to be under more pressure in supporting the organisation through change including downsizing. Further reductions than those itemised here would cause severe operational problems and slow down the pace of change for the organisation. HR staff will be expected to 'flex' between teams as demands initially increases.

#### Impact of the proposal on service users and communities

The proposals outlined will not adversely impact service users and communities.

#### Impact of the proposal on other council services

The proposals as outlined will not adversely impact on other council services. Any further reductions would limit our ability to support the organisation through the changes required.

#### Capital implications of proposed change

No capital implications.



## Service Area - Financial & Management Accounting (FMA)

<b>Employees</b>	<b>Headcount: 91</b>
	<b>FTE: 85.5</b>
<b>2010/11 Gross Budget</b>	<b>£4.276m</b>

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	-0.023	-0.048	-0.085	-0.184

\*Proposed savings do not take account of potential offsetting redundancy costs as these are not quantifiable at this stage.

### Current service activity

Provision of a high quality and professional financial and management accounting service to best practice standards to all customers. Specifically this includes maintaining and updating the Council's financial management system and the production of financial statements. The service also provides Officers, Schools and Members with financial advice, support and challenge to assist effective service delivery; and manages the Council's bank accounts and tax affairs

### Statutory minimum

Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and to secure that one of their officers has responsibility for the administration of those affairs. The Chief Finance Officer discharges those statutory responsibilities through Finance Business Partners and their teams and resources have to be sufficient to give assurance on effective financial control. The Council is required by statute to compile annual accounts within a prescribed timetable and format which present a true and fair view of the Council's financial position. Over time, these requirements are becoming more onerous and putting increasing pressure on existing resources. On this basis, proposals for reducing support to the production of financial statements have not been included. The taxation advice service has also been protected as previous reduction or externalisation has not been successful and taxation penalties can be costly.

### Proposals to deliver efficiencies

In moving to Shared Services, FMA delivered a 25% reduction in FTE. Resources have subsequently been increased to strengthen support to Schools and to meet Directorate requests for additional management accounting support. Given that these resources have only recently been put in place and are meeting an immediate need for financial advice in a difficult economic climate, reductions are not proposed in earlier years. However options for reducing the level of management accounting support if numbers of cost centres and managers reduce once the Business Strategy is implemented are included in later years. These can only be delivered if demands on the service reduce.

Existing policy plans for savings generated from system improvements have been reinstated together with further assumed savings generated from a 20% reduction in transactions.

It is not yet possible to quantify any impact of the Transforming Adult Social Care agenda and the abolition of Primary Care Trusts on services within FMA. There may be further savings to be generated from restructurings within the new Customer Services team and from reviewing working arrangements with Corporate Finance and these will be explored.

Impact of the proposal on service users and communities

The proposal outlined will not adversely impact service users and communities.

Impact of the proposal on other council services

The proposal outlined should not adversely impact on other council services if assumptions on downsizing are met. The savings profile has been back loaded to ensure there is adequate financial advice available to services when planning how to meet their savings targets.

Capital implications of proposed change

There are no capital implications from these proposals.

## Customer Service Centre (CSC) Programme

<b>Employees</b>	<b>36 (Access Team and Highways Enquiries) + 64 FTE to be transferred to the CSC</b>
<b>2010/11 Gross Budget</b>	<b>£0.660m (Current CSC) + estimated £1.840m for the 64 additional FTE to be transferred (Original Budget £1.278m)</b>

	2011/12	2012/13	2013/14	2014/15
<b>CSC Savings (£m)</b>	-0.197	-0.474	-0.626	-0.713
<b>Additional Access Team savings from SCS Proposals (£m)</b>	-0.064	-0.098	-0.098	-0.098

It should be noted that this is a distinct business case with one off investment costs of £2.380m which includes staffing, procurement of a Customer Relationship Management (CRM) system, delivery of a Channel Management Strategy, Internal/External Self Service, Customer Service Centre set up and general Customer Service Training for the organisation.

In addition no redundancy costs are included in the savings. Whilst un-quantifiable at this stage, it should be acknowledged that these would need to be accounted for.

### Current service activity

- The Customer Service Centre (CSC) consists of the sole access route for all new contacts (and re-referrals) into social care and the single point of contact for enquiries from the public and other bodies regarding the road network and other issues, as well as a number of connected administrative functions. The CSC Business Case which was agreed by the Change Management Board in December 2009 includes both the benefits to customer service for the Council and potential efficiency savings through reducing duplications in service management and maximising the areas of efficiency.
- The central switchboard function, the handling of reported street light, illuminated traffic sign or bollard problems, as well as elements of the Registration Helpdesk (Births and Deaths) are transferring to the CSC in 2010. Other known functions transferring into the CSC include the Family Information Service (CYPF), Concessionary Fares Signposting (District Function), and Carers Information & Advice.

**Other services transferring to the CSC will be agreed as part of the programme and will be essential to its success.**

#### Statutory minimum

Statutory minimum required for the Access Team:

- Assessments - integration of health and social care, disabled parking badges, Ofsted and other people/safety checks, mortality data

Statutory minimum required for the Highways Enquiries Team:

- Section 41 of The Highways Act 1980 imposes a duty to maintain highways maintainable at public expense. Section 58 provides a defence against action relating to alleged failure to maintain on the grounds that the authority has taken such care as in the circumstances was reasonably required to secure that the part of the highway in question was not dangerous for traffic. The Highways Enquiries Team is the single point of contact for the public and other bodies regarding the road network.

#### Proposals to deliver efficiencies

- All services agreed as a part of this project are assumed to be transferred as they are which was a requirement of the original business case
- **A quantified additional internal pressure has occurred due to the time taken between the writing of the business case and the initiation of the programme.** This has resulted in Directorates taking some savings to deliver their savings targets that had been attributed to the programme. **This means that additional functions and FTEs need to be identified to transfer in order to cover the shortfall in the Customer Services budget.**
- A number of teams have transferred over with Directorate savings requirements not yet identified. A plan for the remaining savings is currently being worked on.
- Projected savings totalling £0.713m over 5 years (£0.611m of which is included in the medium term financial plan) are on track at this stage **but in order to deliver the savings the CSC will need to benefit from economies of scale through bringing in a range of additional functions from across the Council.**
- The Programme Team will investigate delivering functions at a lower cost and recharging directorates for additional functionality, in addition to reducing FTEs within the CSC where appropriate to do so.
- The programme team is in the process of accelerating all elements of the plan in order to deliver the benefits and efficiencies quicker than set out in the above savings schedule, but as the phase 3 services have yet to be agreed it is impossible to calculate the accelerated savings schedule at this stage.

#### Impact of the proposal on service users and communities

As set out in the business case, service users will benefit from improvements to the provision of customer services.

Impact of the proposal on other council services

- There are agreed efficiencies in service savings plans prior to the business case being confirmed that will need to be achieved on top of the savings described above by the CSC.

Capital implications of proposed change

- It is unlikely that the transfer of functions to the CSC will release capital assets in itself, although the programme may contribute to the capital programme through centralising services into one location.

## Shared Services - Financial Services

<b>Employees</b>	<b>79.62 ftes</b>
<b>2010/11 Gross Budget</b>	<b>£3.047m</b>

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	0	0	0	0

### Current service activity

Financial Services covers seven disparate teams providing financial support across the Council, or wider in the case of Pensions Administration who cover around 80 employers within the Oxfordshire Pension Fund. Current service activity includes the administration of approximately 37,000 pension records, control of 5 payrolls each month, covering payments to 22,000 employees, the payment of around 200,000 invoices, the management of 1,600 insurance claims, the management of the financial affairs of around 900 social care clients unable to manage their own affairs, the financial assessment of 150-200 new social care clients each month, and the management of approximately 100,000 debtor accounts each year.

### Statutory minimum

The responsibilities for Pension Administration are set out in statute, with the current Regulations being The Local Government Pension Scheme (Administration) Regulations 2008, and The Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007. The Regulations do not set out a statutory minimum level of provision, but Scheme Members have the right to challenge the work of the section through the Statutory Independent Disputes Resolution Procedure to the Pensions Ombudsman, who can award compensation in cases deemed to involve mal-administration. Financial Assessment of social care clients in residential care is governed under Charging for Residential Accommodation Guidance (CRAG) which is statutory guidance. Council's are not required to charge social care clients for support delivered in the community, but where charges are made, the financial assessment process is governed by the Fairer Charging Policies for Home Care and other Non-Residential Social Services: Guidance for Councils with Social Services Responsibilities. Other Financial Services are governed by section 151 of the Local Government Act 1972 which requires the Council to ensure appropriate financial arrangements are in place.

### Proposals to deliver efficiencies

No specific proposals are identified here in respect of **Pensions Administration and Insurance**, as the costs of these services are not directly charged to the revenue account, and therefore any efficiencies will not directly follow through to the net expenditure of the County Council.

For **Accounts Payable**, the Council has recently agreed a project to automate as much of the invoice payment process as possible, and to expand the newly improved service to cover schools. It is estimated that the net increase in income once schools are on board will be between £0.060m and £0.100m per annum, which initially will be required to repay the investment cost. Contributions to the savings target will not be realised until 2014/15.

**Accounts Payable** should be capable of delivering further savings in line with the reduction in invoices associated with the budget reductions across the Council, as well as the changes under the Transforming Adult Social Care agenda. The saving figure cannot be estimated until further information is available on the nature of the budget reductions across the Council.

At present, no specific proposals have been identified in respect of payroll control, given the small size of the team, and the sensitive nature of the control function undertaken. The team could deliver savings through economies of scale if we are in a position to provide payroll services to outside organisations. The work of this team is not directly related to the size of the Council, so no savings should be assumed as a result of the overall reduction in the Council's budget.

The **Financial Assessment Team** has recently delivered efficiency savings through the mobile working project. Further process efficiency savings would need to be considered alongside process changes within Adult Social Care, including the possibility of basic financial assessments being undertaken by care management staff, and a smaller financial assessments team providing quality assurance (and directly picking up complex cases), strategic advice, and policy development. Such proposals would need to be developed jointly with Adult Social Care.

It may be possible to cut **Financial Assessments** as a consequence of reductions in the Adult Social Care budget. Such cuts will be dependent on the extent that reductions in adult social care are based on fewer client numbers, as opposed to smaller care packages. Initial indications from Adult Social Care suggest savings will be targeted through smaller care packages, which will not lead to proportionate savings in Financial Assessments. Cuts in Financial Assessments without a corresponding reduction in client numbers is likely to increase the overall costs to the Council due to the loss of income.

No specific proposals have been identified for **the Income Team**, as all previous analysis has shown that reducing expenditure in this team is more than offset by lost income (through an increase in bad debt). As with Financial Assessments, any reduction in costs is highly dependent on the nature of the savings proposed for Adult Social Care, and will not automatically follow from reductions in social care costs. The team will look for further efficiencies through increasing the number of social care clients paying for their care through direct debit arrangements.

The **Money Management** service is currently working with Adult Social Care to review the priorities for the service, which have provisionally been agreed as Safeguarding cases and those cases where the intervention of money management safeguards the payment of social care charges. The Service is also looking to develop an advice service which allows clients to be supported to manage their financial affairs without the need for a full money management service. Any savings in costs are dependent on care management reviewing existing cases to remove non-priority clients from the service.

Impact of the proposal on service users and communities

The only proposal identified to date that will directly impact on service users and communities is the re-prioritisation of money management. Any savings are dependent on the withdrawal of service from existing clients, placing additional pressure on them, their families and their support groups. The prioritisation process should protect those clients most vulnerable to financial abuse.

Impact of the proposal on other council services

Apart from the efficiency savings in Accounts Payable, all proposals will need to be developed in partnership with the services we support to ensure any impact is consistent with the overall vision for the service.

Capital implications of proposed change

There are no capital implications from these proposals.



## County Procurement Team (CPT)

<b>Employees</b>	<b>14</b>
<b>2010/11 Gross Budget</b>	<b>£0.671m</b>

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Savings (£m)</b>	-0.030	-0.030	-0.030	-0.060

### Current service activity

County Procurement provides

- a) Professional leadership and support to the de-centralised commissioning/procurement/contracts related activity across the council
- b) Management of the transactional activities that run the SAP procurement process up to but not including invoice matching and payment, and the procurement card process except the banking related aspects of this activity.

### Statutory minimum

The only statutory requirement is to run procurement in a compliant way in accordance with the Constitution and Public Procurement Legislation and to achieve value for money; and to publish details of our contracts and contract opportunities in the public domain. Whilst it is not mandatory that this process is run centrally, it is regarded as good practice by both central and local government to do so.

We have to be compliant with our Constitution, and European/UK legislation to ensure

- Fairness, openness, and transparency in our dealings
- value for money, sustainability and service delivery certainty through third parties directly and indirectly

### Proposals to deliver efficiencies

There will be a further rationalisation of the current team.

### Impact of the proposal on other council services

None anticipated

### Capital implications of proposed change

None anticipated

## Service Area - ICT Services (Including Corporate Information Management Unit, Schools Support and SAP)

Employees	149.2 (Apr 11)
2010/11 Gross Budget	£21.992m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.636	-1.560	-1.837	-1.911

### Current service activity

ICT Services maintains the Council's ICT infrastructure and secure access to systems and facilities required by internal customers to deliver the Council's services as well as supporting the infrastructure necessary for the Council's website and intranet. The service includes provision of desktop PCs and laptops for the user community and delivery to the desktop of business applications.. Through the Oxfordshire Community network (OCN) and its facilities we deliver services to schools and District Councils. Schools fund directly a dedicated support service for their key business applications. Another dedicated team (Corporate Information Management Unit) provides a dedicated records management function for the Council.

The management focus this year has been on achieving financial stability, and robust review of governance and strategy. Key outcomes have been the new ICT Strategy and an ICT Officers Working Group with direct accountability to the Business Strategy Group. The significant issues now and moving forward for ICT engagement will be OCN, SAP, Infrastructure renewal and Applications rationalisation.

### Statutory minimum

The function of the ICT Service is to support the delivery of the Council's services to Oxfordshire citizens. Statutory duties apply at the front-end of service delivery and ICT is a component in that delivery. We are directly 'responsible' to provide for the technical infrastructure requirements of Government Code Connect, ICT security, Protective Marking Scheme. Records management is a mandatory requirement under various elements of legislation and the Local Government Act 1972.

### **Proposals to deliver efficiencies**

- (1) From April 2011, Ordnance Survey mapping charges will no longer apply to Local Authorities, saving approximately £0.100m per annum from 2010/11.

- (2) Through management action already taken we expect savings of £0.196m from staff budget for SAP Support in 2011/12. The existing Serco Contract arrangements, which expire during 2012, include repayment of original investment costs in SAP. These repayments will not be required in any new contract arrangements. **The total annual saving by 2014/15 will be £1.3m.**
- (3) We propose to minimise Refresh of Desktops and Laptops in 2011/12 and 2012/13. We plan to “virtualise” the Desktop estate as early as possible in 2011/12. This means that the use of existing Laptops and PCs can be extended by a further two years. Instead of refreshing at 4-5 year intervals we can refresh at 7-8 year intervals. However, only equipment deployed from 2007 will be suitable for virtualisation but we believe that, given the expected level of staff reductions, we will be able to take out all equipment from 2006 and earlier and provision existing staff. Covering the costs of virtualisation including some additional server hardware should provide net savings of £0.150m in 2011/12 and £0.300m in 2012/13. **A total of £0.450m over the four year period. Savings from base budget from 2013/14 onwards will be £0.100m per year due to the new refresh cycle.**
- (4) We propose a rigorous audit of actual software usage across the whole OCC estate, commencing in February 2011. The aim will be to identify opportunities to reduce software deployment and licensing to the point of real proven need. The exercise will extend beyond Microsoft products to all other business software applications in use. Where no use of software is seen over a two month period, access to it will be stopped as will the license. **We believe that minimum savings of £0.050m will be possible from FY 2011/12 onwards.**
- (5) We would anticipate some further reduction in staffing levels as Council itself reduces in scale. We will expect to make a saving of £0.072m in each year **making a total annual saving of £0.296m per annum by 2014/15**
- (6) Use of an external contractor for desktop support can be reduced by employing an apprentice. **Net saving £0.063m.**

#### Further Options:

- (1) ICT propose a rigorous audit of actual printer use across the Council’s estate.
- (2) We propose a comprehensive print service tender to encompass all printed paper production. A single managed service for the use of all printers and multi-functional devices to encompass toner supply and all maintenance.
- (3) Reduction in the number of Council properties should lead to cost reductions in network services.

(4) OCN is supported via a managed service contract. This contract has 4 years to run. Changes in the market place, in technology and in our customer needs mean we should re-evaluate our options. There may be some potential to drive down costs – even by bringing some elements in-house.

**Options considered but not proposed:**

- (1) Rationalise the use of business applications.
  
- (2) Consolidate applications support by identifying and bringing into ICT Services any staff resource working on business applications support.

**Impact of the proposal on service users and communities**

The key impact will be cultural change associated with the move to a virtualised desktop experience and removal of any software, hardware and access to services that is not strictly required for work purposes.

**Impact of the proposal on other council services**

Minimal other than cultural change. Some Learning & Development input would be desirable.

**Capital implications of proposed change**

The suppression of the Refresh in 2011/12 and 2012/13 will reduce the capital requirement for replacement of equipment.

**Pressures already in the MTFP**

All pressures, totalling £0.844m by 2014/15 are still required as described in the MTFP.

## Service Area: Adult Learning

<b>Employees</b>	<b>111fte</b>
<b>20010/11 Gross Budget</b>	£4.987m including £4.6m from Skills Funding Agency (SFA) and tuition fees

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	0	0	0	0

### Current service activity

The Adult Learning Service provides learning opportunities for young people aged 16-18 and adults aged 19+, and is largely government funded. The Skills Funding Agency increasingly bases grant distribution on outcome and performance measures. Programmes include leisure learning, skills for life (including ESOL), adults with learning disabilities, targeted courses to attract people with low skills back into learning, family learning and workforce development.

Many partnership arrangements are in place with a range of community providers in addition to direct delivery. Workforce programmes are run with a number of employers and are expected to generate approximately £200k from employer/employee funded training. A pilot for increasing resident funded leisure learning begins in November.

### Statutory minimum

Adult Learning is not statutory

### Proposals to deliver efficiencies

No savings are proposed at this stage. The service is grant funded and the future of the service will be reviewed when the level of grant for the academic year 2011/12 is announced by the government. All staff are county council employees. The total redundancy cost of closing the service would be in the region of £1.2m.

Internal efficiencies will be possible by bringing together the support functions of learning and development and adult learning. In 2011, although these are not quantifiable currently.

### Impact of the proposal on service users and communities

There are vulnerable service users such as people from targeted communities (eg homeless, travellers, people with low skills, and geographical areas such as Blackbird Leys and Neithrop). Equality assessments will be necessary prior to any reductions

Impact of the proposal on other council services

The Adult Learning Service supports programmes within OCC.

Capital implications of proposed change

No implications.

## Summary

Shared Services have made good progress in achieving savings with the original business case having been delivered. The additional savings outlined here are a substantial increase from the original business case and inevitably there will be a risk in ensuring that sufficient capability and capacity remain to support directorates.

ICT is making solid progress, but it must be remembered that some of this only brings the function up to the required starting point. Future investment to drive ICT and benefit organizational savings will be a specific challenge.

HR had already reduced by 35% when coming into Shared Services; a further 20% saving (excluding QUEST and grant funded posts) is proposed over a 4 year period. These reductions need to be worked alongside the wider organisational reductions since HR support is needed to support management in re-shaping the organisation and demands on HR will be heavier initially.

The transfer to E&E will provide opportunity for savings by aligning current generic functions. This is yet to be quantified but is being progressed.

Adult Learning has recently transferred to Customer Services, but does not feature in the savings targets. Work is in hand to quantify what additional income can be generated and rationalization of activities after staff relocation. The key aspect is likely to be cost avoidance rather than savings.

The gap in savings requirements is being further examined to quantify what level of savings may be generated internally or with another Authority. An alternative route of partnering with a commercial interest is also under investigation. Either option would need to undergo full project management status and would require Cabinet approval

This page is intentionally left blank





# Business Strategy

2011/12 – 2014/15

Chief Executive's Office



## Directorate Statement

<b>Directorate</b>	<b>Chief Executive's Office</b>
<b>2010/11 Gross Budget</b>	£15.871m
<b>2010/11 FTE</b>	225

	2011/12	2012/13	2013/14	2014/15
<b>Savings proposed (£m)</b>	-1.516	-1.818	-2.118	-2.108

	2011/12	2012/13	2013/14	2014/15	TOTAL
<b>Planned savings FTEs</b>	-18.6		-1.4		-20.0

## Context

In recent years the Council has reduced support costs by moving away from a devolved approach and centralising functions in the Chief Executive's Office (communications), in Shared Services (finance, procurement, ICT, HR and others etc) and in Environment & Economy (property, transport). Increasingly the intention is for the Chief Executive's Office to concentrate on strategic activities e.g. budget strategy, driving change and for support functions to be moved to Shared Services (most recently ICT has been moved to Shared services). However some functions such as legal services are retained in the Chief Executive's Office because they are central to the running of the business as well as being a support for the rest of the organisation.

It is important that central/support services are as slim and as efficient as possible. However it is also vital to ensure that we don't reduce these activities in a way that undermines the effectiveness of the County Council's front line services. Discussions are taking place with service directors to ensure that their support needs and ideas for cost improvement are reflected in our budget proposals.

The Chief Executive's Office now consists of 4 small corporate units (Policy/Partnerships/Communications, Human Resources, Corporate Finance and Law & Governance).

The Chief Executive's Office has three primary functions:

- Provide a framework within which the Council can function effectively – the planning and regulatory arrangements.
- Challenge, review, and improve the organisation's effectiveness.

- Provide the organisation with specialist support functions e.g. Legal, Human Relations, Finance. Shared Services will also be involved in the delivery of these services.

## Broad Approach

Most (66%) of the Chief Executive's Office budget is allocated to staffing costs, therefore our business efficiency strategy is largely focused on options for reducing staff numbers. However in some areas e.g. legal work for child protection, demand is increasing and it would be unwise to reduce resources in these areas. In consequence our business efficiency is based on the following:

1. A search for improved productivity and cost effectiveness in all areas of activity. Where benchmarks exist e.g. legal services the evidence suggests that we have effective and relatively low cost provision.
2. Radical change in the areas of Democratic Services, Policy, Partnerships and Communications. Significant staffing reduction and savings will come from these areas.
3. Ongoing reshaping of Communications & Marketing activities to bring together disparate directorate resources into a corporate unit. This will provide significant savings although these will appear in service directorate budgets rather than the Chief Executive's Office budget.
4. Recognition that the Council's business strategy will, in the short to medium term, increase the pressure on HR and finance support and therefore protecting capacity and expertise in these areas will be important.
5. Recognition that support services need to meet the demands and expectations of the service directorates who rely on the expertise from legal, finance and Human Resources staff.

What is set out below are details of changes we are confident can be delivered without undermining our capacity to support services and drive change in the organisation. There are further options for change over the medium term which will be examined in the next 12 months:

- Selling services to other authorities. We already do this but there is potential for more shared costs.
- Income generation – we will look at sponsorship and the selling of advertising space
- Pooled resources – there may be benefit in bringing corporate and service performance teams together. This is a complex area of activity and needs to be explored carefully

## Detailed Service Proposals

### Personal Office (Business Support)

<b>Employees</b>	<b>9 FTEs</b>
<b>2010/11 Gross Budget</b>	<b>£1.709m</b>

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Savings (£m)</b>	-0.165	-0.165	-0.265	-0.265

#### Current Service Activity:

- **Corporate Leadership** (Chief Executive, two assistant chief executives and PA/admin support)
- **Corporate subscriptions** ( LGA etc)
- **Change Fund**
- **Support for Chairman**
- **Support for lord Lieutenant**

#### Statutory minimum

Head of the Paid Service and Section 151 officer are statutory roles

#### Proposals to deliver savings

Proposal includes the reduction of two senior posts totalling £0.161m, and a reduction from 2013/14 of £0.100m for the Change fund. It is proposed to leave the Change Fund in earlier years so that some of it can be used for Community Self Help rather than creating an alternative Corporate Pressure. In addition, a small amount of income is now being received from the Lord Lieutenant.

#### Impact of the proposal on service users and communities

None

#### Impact of the proposal on other council services

Reduced ability to provide support to the rest of the organisation and to members.

#### Capital implications of proposed change

None

## Human Resources

<b>Employees</b>	23 FTEs
<b>2010/11 Gross Budget</b>	£2.053m

	2011/12	2012/13	2013/14	2014/15
<b>Savings (£m)</b>	-0.052	-0.213	-0.281	-0.281

### Current Service Activity

- **Strategic HR** - Defines, develops and communicates a comprehensive employment framework for all major aspects of work and employment. This includes:
  - **Policy development** and Implementation (via client role)
  - **Professional advice**
  - **Corporate Employer role**
  - **Workforce analysis** and reporting
- **Organisational Development** – Drives organisational effectiveness by ensuring that the Council has a skilled workforce capable of fulfilling statutory duties. This includes:
  - **Performance management** – appraisal, career development
  - **Workforce planning** – change management
  - **Learning & development** policy and planning
  - **Investors in People** – reputation, staff engagement

### Statutory minimum

The Council must comply with the following employment legislation -Employment Rights Act 1996, Equality Act 2010, Trade Union and Labour Relations (Consolidation) Act 1992, Transfer of Undertaking Regs, Safeguarding of children and vulnerable adults legislation, immigrant workers regulations, Working Time Regulations, European Directives, Statutory Instruments, Health and Safety at Work Act, various Pension Regulations. We are also bound by the variety of national conditions of service including the Green Book, the Youth and Community Workers, Teachers, Fire Fighters etc. This list is not exhaustive.

### Proposals to deliver savings:

Restructuring planned in the existing Medium Term Financial Plan (MTFP) for Human Resources will remain. The pressure on all HR services, but particularly those dealing with employee relations, redundancies etc are certain to increase significantly in coming months and years. Further reductions in HR numbers will need to be phased to enable sufficient support to the organisation in delivering the business strategy. However there will be a reduction in HR Business Partner support over the



period as the organisation consolidates into three directorates. We will also look to consolidate further HR activity within the shared services operation.

**Impact of the proposal on service users and communities:**

There is a potential risk of failure to comply with legislation, industrial action and referrals to Employment Tribunal's may increase.

**Impact of the proposal on other council services:**

Demands on HR staff are increasing so our ability to respond will be stretched over the short to medium term.

**Capital implications of proposed change:**

There are none

## Corporate Finance & Internal Audit

Employees	31 FTEs
2010/11 Gross Budget	£2.923m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.289	-0.406	-0.460	-0.495

### Current Service Activity

The Unit has a budget of £2.923m and comprises of 31 FTEs. It undertakes the following functions:

- **Strategic planning and advice**, including setting the budget, Medium Term Financial Plan and Capital Programme and monitoring against these in year.
- **Management of the Council's debt portfolio** and cash flow plus management of the Oxfordshire Pension Fund.
- **Client role** in ensuring that Shared Services provide a high quality and effective Financial and Management Accounting (FMA) service to the organisation.
- **Internal Audit**: Provides independent assurance opinions and advice on systems of internal control across the Council (and also to Thames Valley Police Authority and Buckinghamshire County Council).
- **Supporting OCC schools** in achieving FMSiS standards.

### Statutory minimum

Not defined. Section 151 of the Local Government Finance Act 1972 requires that every local authority should make arrangements for the proper administration of their financial affairs. The Chief Finance Officer has responsibility for the administration of those affairs. The Accounts and Audit Regulations 1996 sets out the requirement for internal audit.

### Proposals to deliver savings:

Restructuring planned in the existing MTFP for Corporate Finance will remain. No further reductions are proposed until 2012/13 to enable sufficient support to the organisation in delivering the business strategy.

Savings are planned on a phased approach for Internal Audit with a greater weighting in years three and four in recognition of the increased risk to maintaining effective governance during significant periods of change, i.e. years one and two. The strategy is to extend the collaborative arrangement with our existing partners to operate as a single internal audit function, and to re-engineer our existing processes in order to reduce the management overhead on each audit. The current Internal Audit plan is

for 1495 days on assurance based work. This will reduce in year one by only 65 days; in year four the assurance days will have reduced by 378 days, or 25%, but the total cash saving is 30%.

**Impact of the proposal on service users and communities:**

Reduced ability to respond to financial events, new and emerging risks and to provide support, advice and assurance.

**Impact of the proposal on other council services:**

Reduced ability to respond to financial events, new and emerging risks and to provide support, advice and assurance.

**Capital implications of proposed change:**

None



## Law & Governance Services

Employees	107 FTEs
2010/11 Gross Budget	£5.702m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.467	-0.531	-0.615	-0.626

### Current Service Activity:

- **Committee Services** -Providing full administrative support, minuting and governance advice to Council, Cabinet and relevant committee meetings.
- **Coroner's Service** - Investigations into deaths appearing to be due to violence, or unnatural, or sudden and of unknown cause, or occurring in legal custody.
- **Education Appeals** - Undertaking all administrative, legal and advice requirements into the proper handling and of Admission and Exclusion appeals.
- **Elections** - Undertaking full support arrangements for the Returning Officer and ensuring proper conduct of County Council elections.
- **Member Support & Development** - Provision of support to Councillors and Co-Opted Members ( political group assistants, training, register of interests, etc)
- **Freedom Of Information (FOI), Complaints and Corporate Governance**
- **Legal Services** provides comprehensive legal advice, representation and assistance to the Council and all directorates. The main teams are Child Protection, Property, Litigation (including Education, Employment & Social Care for Adults), Contracts, Environmental Law,
- **Registration** (registration of births deaths and marriages & civil partnerships. Naming ceremonies, renewal of vows and civil funerals. Undertaking of citizenship ceremonies, nationality checking service and settlement checking service).

### Statutory minimum

- **Committee Services** – Not defined. Significant amount of legislation determines how these functions are undertaken (principally Local Government Acts 1972 and 2000).
- **Complaints & FOI** – complying with the Freedom of Information Act 2000 is a statutory duty, but there is complete flexibility as to how this is undertaken. The Local Government Ombudsman is the formal body that deals with complaints of maladministration against Councils as set out in the Local Government Act 1974 (as amended).

- Coroner's service – statutory duty under the Coroner's Act 1986 and Coroner's and Justice Act 2009 with minimum level of service specified.
- Education Appeals – statutory duty under the School Standards and Framework Act 1998 (as amended by the Education Act 2002). The statutory provisions are supplemented by a statutory code of conduct which sets out the procedures to be adopted in detail.
- Elections – statutory duty under the Representation of the People Acts 1983 and 2000 mainly set out the clear legal requirements that we are required to operate under.
- Member Support & Development – there is a statutory requirement for the Authority to maintain an up to date register of interests and statutory provisions in relation to pay allowances under the Local Government Act 2000.
- Legal services - In relation to the corporate governance role this is undertaken by the Monitoring Officer under the Local Government and Housing Act 1989. There are no other specific statutory requirements as to how legal services are to be provided although clearly all Local Authorities need legal support, irrespective of how that might be organised or commissioned (save for Solicitors Regulation Authority Professional Conduct Standards). Current arrangements with regard to legal support maintain high levels of client satisfaction from directorates and has retained the Law Society's Accreditation for excellence in legal practice since 2002
- Registration of Births, Deaths & Marriages - The registration provisions are determined by the Marriage Act 1949, Registration Service Act 1953, the Marriage and Civil Partnership (Approved Premises) Regulations 2005 & the Nationality, Immigration & Asylum Act 2002.

### **Proposals to deliver efficiencies**

Democratic Services - Proposal to reshape Committee Services with the transfer of support for scrutiny to the Policy Unit is currently underway with significant savings being made both on a managerial level and in relation to staff. This will reduce staffing from 16 to 12. It is proposed to delete the Political Assistants posts from the establishment with savings of £0.139m (This figure includes pension, N.I. contributions but excludes potential redundancy costs). The Council is proposing a reduction in the overall numbers of Councillors to from 74 to 63/64 with an estimated saving of £0.068m if these proposals are accepted by the Local Government Boundaries Commission following their electoral review.

Legal Services is a trading unit. Directorates receive a budget for the purchase of Legal Services which is internally recharged. The proposal (in conjunction Democratic Services) to reduce costs are:

- reduce use of online legal information providers
- increase revenue by undertaking work for other authorities
- reduce staff in FOI & Complaints team (from 4 to 2)
- reduce spend on external legal support
- adjust support to service directorates to suit client demands

Registration - The savings delivered in 2010/11 ( £0.044m) are to be achieved by the reduction of registrars hours, closure of Wantage Office, reduced cover for sickness and other absence, deleted Saturday enhancement payments and increased income levels. The proposed merger of the management of the Coroners Service with the Registration Service provides an opportunity to implement further savings.

#### **Impact of the proposal on service users and communities**

Democratic Services - the transfer of support for Scrutiny to the Policy Unit should not impact on the service members receive. The current managerial responsibilities of a senior post will need to be absorbed by other managers within Legal & Democratic Services. The deletion of the Political Assistant posts may impact on the quality and availability of support to members and political groups generally both in terms of policy research, advice, co-ordination of business and administrative support. Reduction in the number of members will increase work loads of members both within their communities and their Council work including attendance at meetings.

Legal Services - There will be a reduction in support and oversight of the FOI and complaints systems which potentially could lead to delay in responding and consequential increased risk of failures to comply with legal requirements. However sufficient support will remain to ensure appropriate advice and monitoring of compliance is available.

Registration - reduction in registration provision means clients having to travel further but the service availability remains good.

#### **Impact of the proposal on other council services**

Democratic Services - the transfer of the Scrutiny function will need to be absorbed within the Policy Team. Whilst scrutiny committees are not decision making bodies, it will still be important to observe legal requirements. Policy unit staff will be briefed/trained accordingly. The proposed deletion of the Political Assistants posts may mean that there is a rise in demand for member support from Democratic Service staff who themselves have been subject to review and have reduced staffing levels. In addition there may be more requests from members direct to services on queries that might previously have been handled

and co-ordinated by the Political Assistants. The reduction of members might however reduce required member support from Democratic Services.

FOI – service directorates will need to undertake the direct liaison and responding to requesters with the FOI and Complaints Team simply providing advice and support. The complaints policy itself has been reviewed to reduce burden on managers but at the same time still ensuring complaints are properly considered. The Monitoring Officer will retain liaison responsibility with the Local Government Ombudsman. The reduced FOI Team will still provide a weekly update of requests so that senior managers are informed of current requests.

Registration - none

**Capital implications of proposed change**

There are none.

## Policy/Partnerships/Communications

Employees	55 FTEs
2010/11 Gross Budget	£3.484m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.594	-0.634	-0.634	-0.634

### Current Service Activity:

The Policy /Partnership /Communication teams fulfil a role as the 'delivery unit' for the Council. Key functions include:

- **Corporate strategy** for the organisation e.g. customer service, ICT, corporate plan, etc
- **Programme management** for the business strategy
- **Performance Management** – monitoring of performance across the organisations
- **Reviews & Challenge** - VFM and cost effectiveness
- **Risk Management**
- **Scrutiny** support, including Health Scrutiny
- **Research and intelligence** for the organisation e.g. Oxfordshire Observatory (partly funded by partners)
- **Consultation & engagement**
- **Partnership governance & review**
- **Local area Agreement** management/Placed based budgeting
- **Equality and diversity**
- **Voluntary & Community sector** – management of relationships
- **Localism** - including community planning coordination
- **Media Relations** - e.g. briefing, explaining and placing stories with all print, web and broadcast media
- **Internal Communications** - ensuring effective communication with the workforce, design, editorial control and production of all electronic and printed internal communications, editorial lead for intranet
- **Marketing** - Responsibility for Council brand/reputation, support for services on marketing campaigns, marketing support for events such as the Big Debate
- **Design & Print** - control of OCC publications, ownership of print procurement process, in-house print and e-comms design for services
- **Web & E-comms** - Responsible for all editorial content on our external website, plus design and channels, responsibility for social media & web strategy

- **Public Affairs** ( Stakeholder relationships, building campaigns to ensure recognition of Oxfordshire)

### **Statutory minimum**

There are few statutory requirements in this area of activity but there are legal obligations in relation to:

- Equality & diversity
- Governance of the Council (scrutiny committees are supported by the Unit)
- Communication (Council tax leaflet, publicising elections, notice of meetings etc.) There is a Code of Practice governing local authority publicity.

### **Proposals to deliver savings:**

The current three Units will be merged and slimmed down to reflect the changes set out in the Business Strategy. It is anticipated that the budget will be reduced by 18% in the next two years. Proposals for changes to the Council magazine 'Oxon News' were agreed by the Cabinet on 19 October 2010.

### **Impact of the proposal on service users and communities:**

Internal service users may find that we have less capacity to support their policy development needs and project requirements. However the decline in workload in relation to partnerships, Comprehensive Area Assessment (CAA) etc will allow us to reduce resources without significant impact on service users.

Changes to Oxon News may impact on our ability to communicate directly with residents and we will communicate with our residents in other ways.

### **Impact of the proposal on other council services:**

It is unlikely that there will be a noticeable impact on the efficiencies of other Council services. Services use the Oxon News for communication and marketing. Changes to the magazine will impact on the ability of services to communicate with local residents so we will need to use other communication channels

### **Capital implications of proposed change:**

None

**Areas to be Considered by each Scrutiny Committee**

<b>Committee</b>	<b>Business Strategy</b>	<b>Service Area(s) included/excluded</b>
Growth & Infrastructure	Environment & Economy	<i>Excluding Property &amp; Asset Management</i>
Safer & Stronger Communities	Community Safety Community Services Chief Executive's Office (see page **)	<i>Excluding Music Service</i> Coroner's Office & Registration Service
Adult Services	Social & Community Services	
Children's Services	Children, Education & Families Social & Community Services (see page **)	Includes Music Service
Strategy & Partnerships	Chief Executive's Office Environment & Economy (see page **) Customer Services	<i>Excluding Coroner's Office &amp; Registration Service</i> Includes Property & Asset Management

This page is intentionally left blank