



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 22 November 2016 at 2.00 pm

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

A handwritten signature in black ink that reads 'Peter Clark'.

Peter Clark
County Director

November 2016

Contact Officer: **Sue Whitehead**
Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	<i>Leader of the Council</i>
Rodney Rose	<i>Deputy Leader of the Council</i>
Mrs Judith Heathcoat	<i>Cabinet Member for Adult Social Care</i>
Nick Carter	<i>Cabinet Member for Local Government, Business, ICT & Customer Services</i>
Melinda Tilley	<i>Cabinet Member for Children & Family Services</i>
Steve Harrod	<i>Cabinet Member for Education</i>
Lorraine Lindsay-Gale	<i>Cabinet Member for Property, Cultural & Community Services</i>
David Nimmo Smith	<i>Cabinet Member for Environment</i>
Lawrie Stratford	<i>Cabinet Member for Finance</i>
Hilary Hibbert-Biles	<i>Cabinet Member for Public Health</i>

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 20 December 2016

County Hall, New Road, Oxford, OX1 1ND

www.oxfordshire.gov.uk Fax: 01865 783195 Media Enquiries 01865 323870

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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, but please give as much notice as possible before the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 10)

To approve the minutes of the meeting held on 18 October 2016 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

6. Transition Fund (Pages 11 - 36)

Cabinet Member: Finance

Forward Plan Ref: 2016/113

Contact: Sarah Jelley, Senior Policy & Performance Officer Tel: 07554 103437

Report by the Chief Policy Officer (**CA6**).

In February 2016 the council agreed to set aside £1m for creating a 'one off' fund to provide pump priming to support Children's Centres. It was agreed that a cross party

group of county councillors would consider maximum benefit of this fund and bring proposals back to Cabinet for decision.

The working group have considered the applications under the first round of bids against the criteria outlined in the guidance notes with recommendations to Cabinet.

The Cabinet is RECOMMENDED to

(a) approve for funding the following bids:

- a. Butterfly Meadows***
- b. Carterton Town Council***
- c. Botley Bridges***
- d. Grandpont Nursery***
- e. St Nicholas Primary School***
- f. Sharing Life Trust***

(b) ask that further work is conducted to develop more robust business plans and reapply for funding under the next round of applications:

- a. Barton Community Association***
- b. Employment Action Group***
- c. Chalgrove Primary School***
- d. Cutteslowe Primary School***
- e. The Nature Effect***
- f. Magpies Pre-School***
- g. Friends of Maple Tree Children's Centre & Wheatley Nursery School***
- h. Oxfordshire Play Association***

(c) decline for funding the following bids:

- a. Donnington Doorstep***
- b. The Happy Hub***
- c. Lord Williams School***

7. Exempt Item

In the event that any Member or Officer wishes to discuss the information set out in the Annexes 3 and 4 to Item 8, the Cabinet will be invited to resolve to exclude the public for the consideration of those Annexes by passing a resolution in relation to that item in the following terms:

"that the public be excluded during the consideration of the Annexes since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda".

NOTE: The report does not contain exempt information and is available to the public. The exempt information is contained in the confidential annexes.

ANNEXES 3 & 4 TO THE ITEM NAMED HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

THIS IS FOR REASONS OF COMMERCIAL SENSITIVITY.

THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.

8. Household Waste Recycling Centre Management and Revised Waste Acceptance Policy (Pages 37 - 170)

Cabinet Member: Environment

Forward Plan Ref: 2016/067

Contact: Andrew Pau, Strategic Manager for Waste & Transport Tel: (01865) 815967

Report by Acting Director for Environment & Economy (**CA8**).

The information contained in the annex is exempt in that it falls within the following prescribed category:

3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information);*

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that disclosure would distort the proper process of open competition and would prejudice the position of the authority in the process of the transaction and the Council's standing generally in relation to such transactions in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

Oxfordshire currently operates seven Household Waste Recycling Centres (HWRCs). The sites accept approximately 49,000 tonnes of household residual and recyclable material each year with an average recycling rate of around 60%.

On 15 December 2015 Cabinet approved a strategy for the future provision of HWRC services. A programme is in place to implement the strategy. One of the projects is to procure a new HWRC management contract to secure the continued HWRC service after the existing contract expires on 30 September 2017. In order to carry out the procurement, the HWRC Waste Acceptance Policy has been reviewed following public consultation on proposed changes to make savings or generate income.

The purpose of this report is to seek approval for the revised Waste Acceptance Policy and authority to procure the new HWRC management contract.

The Cabinet is RECOMMENDED to

- (a) Agree the proposed changes to the HWRC Waste Acceptance Policy described in the report and the draft policy in Annex 2;***
- (b) Approve the procurement of the HWRC management contract on the basis of the service described in the report and the draft specification in Annex 3;***
- (c) Delegate authority to the Director for Environment and Economy in consultation with the Cabinet Member for Environment for;***

- i) final editing of the service specification and Waste Acceptance Policy prior to and during procurement,*
- ii) finalisation of the Waste Acceptance Policy following the procurement provided any changes are in accordance with the principles set out in the report, and*
- iii) approval of the award of the HWRC management contract following completion of the procurement process.*

9. Oxford Workplace Parking Levy (Pages 171 - 180)

Cabinet Member: Environment

Forward Plan Ref: 2016/081

Contact: Martin Kraftl, Principal Infrastructure Planner; Tel: 07920 084336

Report by Acting Director for Environment & Economy (**CA9**).

The report outlines the benefits of introducing a Workplace Parking Levy (WPL) in Oxford, along with a timetable and costs for the work required to develop and implement a WPL. The proposed programme of work includes the development of an outline and then full business case. In addition, the reports sets out the need for proper and effective consultation and engagement. It is proposed to develop the outline business case between April and October 2017 and so a decision is required on whether to proceed on this basis including approval to allocate funding to this.

The Cabinet is RECOMMENDED to approve the overall approach proposed, including the programme at Annex 1, as the basis for further work and to allocate £100,000 from reserves to the development of an outline business case by October 2017.

10. Treasury Management Mid Term Review (2016/17) (Pages 181 - 196)

Cabinet Member: Finance

Forward Plan Ref: 2016/059

Contact: Donna Ross, Principal Finance Manager – Treasury Pension Tel: (01865) 323976

Report by Chief Finance Officer (**CA10**).

The report sets out the Treasury Management activity undertaken in the first half of the financial year 2016/17 in compliance with the CIPFA Treasury Management Code of Practice. The report includes Debt and Investment activity, Prudential Indicator monitoring and forecasts for interest receivable and payable for the financial year.

The Cabinet is RECOMMENDED to note the report and to RECOMMEND Council to note the Council's Mid-Term Treasury Management Review 2016/17.

11. Senior Management Review (Pages 197 - 212)

Cabinet Member: Leader

Forward Plan Ref: 2016/017

Contact: Steve Munn, Chief HR Officer Tel: (01865) 815191

Report by County Director (**CA11**).

This report asks Cabinet to note progress made with the Senior Management Review and to agree to the implementation of the proposed structure (subject to receiving views of Audit & Governance Committee, a Members Briefing and County Council), in line with the principles outlined in the report. The report references associated work carried out on the unitary debate as well as transformation of services and identifies potential savings to be gained from reductions in senior management posts.

The Cabinet is RECOMMENDED to:

- (a) note the progress made to date on the Senior Management Review***
- (b) ask for the views of Members attending the Senior Management Review briefing on the 9th December 2016 on whether the structure will contribute to good performance***
- (c) ask for the views of Audit & Governance Committee to review governance***
- (d) ask for views from County Council; and***
- (e) request officers to bring a final version of the report back to Cabinet on 20 December reflecting feedback from those committees and meetings***

12. Adopt Thames Valley (Pages 213 - 244)

Cabinet Member: Children & Family Services

Forward Plan Ref: 2016/068

Contact: Hannah Farncombe, Deputy Director – Corporate Parenting & Safeguarding
Tel: (01865) 815273

Report by Director for Children's Services (**CA12**).

In June 2015 the Government published a paper titled Regionalising Adoption setting out proposals for the creation of Regional Adoption Agencies (RAA). An RAA is a service delivering adoption services across multiple local authority areas. There is no definitive expectation on the type of organisation that will deliver the RAA functions, but original guidance has referred to four potential models:

- Local authority shared service
- Local authority owned company
- Joint venture between local authorities and voluntary adoption agencies
- Commissioned service (out sourced to a VAA)

Most RAAs across the country are opting for a local authority based shared service and this is the option agreed by Adopt Thames Valley (ATV).

The Government has stated that it expects every local authority to be part of an RAA or to have delegated their adoption functions to one by 2020. They have also said that they will use the powers of the Education and Adoption Act 2016 to require authorities to do this from 2017 if insufficient progress is being made towards this aim.

This report sets out the background to and seeks approval in principle for a proposal that Oxfordshire should both join and host ATV.

CABINET is RECOMMENDED to

- (a) agree to joining Adopt Thames Valley and approve the recommendation of the Adopt Thames Valley Project Board that Oxfordshire County Council should, in principle, become the host authority for the planned new shared service (subject to satisfactory financial arrangements being agreed with the other partner local authorities); and***
- (b) agree that a further report setting out the detailed financial and staffing implications be presented to Cabinet in the Spring of 2017, prior to a final decision being taken***

13. Staffing Report - Quarter 2 - 2016 (Pages 245 - 248)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2016/060

Contact: Sue James, HR Officer, 07393001069

Report by Chief Human Resources Officer (**CA13**).

This report gives an update on staffing numbers and related activity during the period 1 July 2016 to 30 September 2016. It gives details of the actual staffing numbers at 31 March 2016 in terms of Full Time Equivalents. These are shown by directorate in Appendix 1. In addition, the report provides information on the cost of posts being covered by agency staff.

The Cabinet is RECOMMENDED to note the report.

14. Forward Plan and Future Business (Pages 249 - 250)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA14**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

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CABINET

MINUTES of the meeting held on Tuesday, 18 October 2016 commencing at 2.00 pm and finishing at 4.03 pm

Present:

Voting Members: Councillor Ian Hudspeth – in the Chair
Councillor Rodney Rose
Councillor Mrs Judith Heathcoat
Councillor Nick Carter
Councillor Melinda Tilley
Councillor Lorraine Lindsay-Gale
Councillor David Nimmo Smith
Councillor Lawrie Stratford

Other Members in Attendance: Councillor Liz Brighthouse, (Agenda Item 9)
Councillor Nick Hards (Agenda Item 6)
Councillor John Howson (Agenda Item 10)
Councillor Glynis Phillips (Agenda Item 8)
Councillor Gill Sanders (Agenda Item 7 & 10)

Officers:

Whole of meeting	Peter Clark (County Director); Sue Whitehead (Corporate Services)
Part of meeting	
Item	Name
6	Katy Jurczynszyn
7	Hannah Farncombe, Deputy Director – Safeguarding; Tan Lea, Strategic Safeguarding Partnerships Manager
8	Jonathan McWilliam, Director of Public Health
9	Ian Dyson, Assistant Chief Finance Officer - Assurance

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting, and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

82/16 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillor Hilary Hibbert Biles.

83/16 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 20 September 2016 were approved and signed as a correct record.

84/16 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Howson had given notice of the following question to Councillor Tilley:

“Will the Cabinet member please confirm that any rural primary school in Oxfordshire that meets the definition of such a school in the 2006 Education and Inspection Act on becoming an academy of any description would no longer have the protection provided by the Act regarding the procedure to be adopted should closure be contemplated? As an academy the school can be closed by no more than a phone call from the trustees to the Education Funding Agency. This means many rural primary schools in Oxfordshire have already lost this safeguard.”

Councillor Tilley replied:

“The current statutory guidance which includes a “...*presumption against the closure of rural schools*.” requires that consideration is given to a number of factors before proceeding. Such consideration is only required to be given in the case of “*maintained*” schools and , by implication not in the case of academies.

However, any significant proposals for amalgamation or merger with another academy can only be determined through what is known as the full business case route to the Education Funding Agency and will involve consultation with the local authority. Officers would expect a proposal to close an academy to follow a similar route and are aware of at least one other proposal nationally that has done so. However, there is no specific reference to rural primary schools anywhere in this or other academy regulation documentation that officers are aware of.”

Supplementary: Councillor Howson queried whether if a Multi Academy Trust moved to a hub model the home to school transport costs would fall onto the County Council. It was agreed that officers clarify the position which would depend on the regulations and let Councillor Howson have a response.

Councillor Tanner had given notice of the following question to Councillor Nimmo Smith:

‘The white lines and signs on the roads on my division are becoming more and more faded and increasingly difficult to discern. This is creating a dangerous situation for motorised traffic, cyclists and pedestrians, not least at the wide junction of Iffley Turn, Iffley Road and Henley Avenue where there are no traffic islands. Could the Cabinet member tell me when those white lines and signs will be repainted?’

Councillor Nimmo Smith replied:

“I am sure all Members are aware that there has been a deterioration in the maintenance of signs and lines in many parts of the County in recent years

as we have had to prioritise where limited resources are directed. Officers do try to focus funds on locations where the lack of lining can particularly impact on safety or traffic flow, and on that basis the junction mentioned would not have a high priority. However I can inform Cllr Tanner that the junction is on the list being compiled for re-marking in 2017.”

Supplementary: Councillor Tanner asked whether Councillor Nimmo Smith would agree that given the issues faced not just in Councillor Tanner's Division but across the County that either the balance of spending was wrong, more money was needed from central government or needed to be raised locally. Councillor Nimmo Smith replied that there was always a balance to be found in how money was apportioned and currently they did the best they could with the funding available.

85/16 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The following requests to address the meeting had been agreed by the Chairman:

Item 6 – Councillor Nick Hards, Shadow Cabinet Member for Finance

Item 7– Councillor Gill Sanders, Shadow Cabinet Member for Children, Education & Families

Item 8 - Councillor Glynis Phillips, Shadow Cabinet Member for Public Health

Item 9 - Councillor Liz Brighthouse, Chairman of Performance Scrutiny Committee

Item 10 – Councillor Gill Sanders , Deputy Chairman of Education Scrutiny Committee; Councillor John Howson, Member of Education Scrutiny Committee

86/16 2016/17 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT - AUGUST 2016

(Agenda Item. 6)

The Cabinet had before them the second financial monitoring report for 2016/17 that focused on the delivery of the Directorate Business Strategies that were agreed as part of the Service and Resource Planning Process for 2016/17 – 2019/20. Parts 1 and 2 included projections for revenue, reserves and balances as at the end of August 2016. Capital Programme monitoring and a programme update was included at Part 3.

Councillor Nick Hards, Shadow Cabinet Member for Finance, noted the largely positive position at the half way stage of the year and congratulated all involved. However he raised a number of detailed concerns around: slippage in the LED replacement programme (paragraph 48), the SEN transport budget, the funding of support for unaccompanied asylum seeking children, the adult social care precept and the shortfall in the cost of the new library. He also expressed disappointment at the government's use of ring fencing that showed a lack of trust in local authorities to spend money

appropriately (paragraphs 50 and 22). Councillor Tilley, Cabinet Member for Children, Education & Families responding to a suggestion from Councillor Hards undertook to write to the Secretary of State about the ring fencing of the DSG funding.

Councillor Lawrie Stratford, Cabinet Member for Finance responded to the points raised, reiterating his congratulations to staff on the position reached although he was not complacent. Councillor Heathcoat, Cabinet Member for Adult Social care commented that nothing had been received from central government to suggest that local authorities would not be able to raise the 2% adult social care precept next year.

Councillor Stratford introduced the contents of the report and attention was drawn to the addenda and additional recommendation.

A Cabinet Member queried how the children coming from Calais involved the County Council in a significant cost when the criteria included them having family in this country. Jim Leivers, Director for Children Services explained that generally the funding was insufficient to cover the necessary support for unaccompanied asylum seeking children. In terms of the specific circumstances it was the responsibility of local authorities to check the viability of placements even when a child was placed with family. If a placement was not viable then a child would become a looked after child in Oxfordshire.

There was some discussion around the additional budget provision requested for the Westgate Library provision. There was concern expressed by some cabinet members that there was no ceiling for responding to changes brought about by aspirations for its future. Councillor Lorraine Lindsay-Gale, Cabinet Member for Property, Culture & Community Services, highlighted that this was a once in a lifetime opportunity to refurbish Oxfordshire's flagship library. It would involve the library as a community hub with online access to services and also hot desking for staff. She was happy to give Cabinet Members a breakdown of what was happening. Both Councillor Lindsay-Gale and Councillor Stratford gave assurances that costs would be closely monitored.

RESOLVED: by 6 votes for, to 2 against, with 2 abstentions to:

- (a) note the report;
- (b) approve the virement requests set out in Annex 2a;
- (c) approve the supplementary estimates as set out in paragraphs 41 and 42;
- (d) approve the request for funding from the Efficiency Reserve as set out in paragraph 57;
- (e) note the Treasury Management lending list at Annex 3;
- (f) approve the updated Capital Programme at Annex 8 and the associated changes to the programme in Annex 7c;
- (g) approve an additional £2.1m in the budget provision for the Westgate Library project.

- (h) approve the inclusion into the Capital Programme of the new primary school for Southam Road, Banbury;
- (i) to approve the new charge as set out in Annex 9; and
- (j) to approve the 2017/18 Fees and Charges for the Registration Service.

87/16 THE OXFORDSHIRE SAFEGUARDING CHILDREN BOARD (OSCB) ANNUAL REPORT/THE PERFORMANCE, AUDIT & QUALITY ASSURANCE ANNUAL REPORT AND THE CASE REVIEW & GOVERNANCE ANNUAL REPORT

(Agenda Item. 7)

The OSCB's remit is to co-ordinate and ensure the effectiveness of what is done by each agency on the Board for the purposes of safeguarding and promoting the welfare of children in Oxfordshire. The annual report before Cabinet summarised the key achievements in the last year and provided an analysis of safeguarding arrangements. Cabinet also considered two further annual reports: the Performance, Audit & Quality Assurance Annual Report and the Case Review & Governance Annual Report.

Councillor Gill Sanders, Shadow Cabinet Member for Children, Education & Families commented on the detail of the report which she had generally found very encouraging. She highlighted areas of concern around early help, the MASH and the increase in activity and problems of recruitment leading to increased pressure on services. She noted that the Board had been considering the impact of inevitably reduced budgets. The report also highlighted the Looked after Children exclusion and absence from school figures which had been discussed by the Corporate Parenting Panel. Schools should be encouraged to keep children in school. She also highlighted the waiting times for CAMHs which although improved were still too long. She defended the thriving families programme which had been criticised nationally in the media but which had been successful in Oxfordshire.

Responding to a concern from Councillor Sanders that the criticism would be used to remove funding Peter Clark, County Director stated that in discussion with advisors at DCLG there had been every indication that the funding would be available until 2020. Tan Lea added that Oxfordshire County Council had met all its phase 1 targets and welcomed the tighter criteria and focus on greater evidence in phase 2.

Hannah Farncombe and Tan Lea presented the contents of the three reports.

Councillor Tilley, Cabinet Member for Children, Education & Families in speaking to the report welcomed the greater involvement by young people in the Children's Trust.

During discussion Cabinet:

- highlighted the need for greater linkages with adult safeguarding and the Oxfordshire Adults Safeguarding Board. It was hoped that future reports would provide more detail;
- considered the absence rates, fixed and permanent exclusions and heard that it was difficult to link the reported increase to academisation. The increase was of great concern and they were trying to get underneath the figures to understand why it was happening.

RESOLVED: to note the reports.

88/16 DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT

(Agenda Item. 8)

Cabinet considered the annual report from the Director of Public Health that summarised key issues associated with the Public Health of the County. It included details of progress over the past year as well as information on future work. The report covered the following areas: The Demographic Challenge, Building Healthy Communities, Breaking the Cycle of Disadvantage, Lifestyles and Preventing Disease Before it Starts, Mental Health and Fighting Killer Diseases.

Councillor Glynis Phillips, Shadow Cabinet Member for Public Health, thanked the Director for an interesting report. She supported the use of smarter health contracts targeting the most deprived. She had been struck by the emphasis on prevention but believed that more needed to be done to get the balance right and that we should be working with commissioners to move money to preventative services. She would have wished the report to be stronger on ongoing areas of work with recommendations that were about action rather than review and monitoring. She noted that the section on thriving families downplayed the achievements and this reflected national doubts on its value. She welcomed the chapter on mental health with more needing to be done.

Jonathan McWilliam introduced the contents of the report highlighting the main points of each of the chapters. Responding to the point by Councillor Phillips in relation to thriving families he had been interested in the data and it was not a reference to the national debate.

During lengthy discussion Cabinet commended the Director of Public Health for an excellent report. Consideration should be given as to how the contents could be abbreviated and communicated to the wider public. Consideration should also be given to how the report was formally presented to reduce duplication.

Councillor Carter, Cabinet Member for Local Government, business, ICT and customer services suggested that the report provided an excellent manifesto for unitary government showing the importance of linking strands together.

There was reference to the issue of female genital mutilation and some discussion of why information on the issue of male genital mutilation was not treated in the same way.

On the suggestion of the Leader of the Council it was agreed that the Director of Public Health present the Annual Report to the next Oxfordshire Growth Board.

RESOLVED: to **RECOMMEND** Council to receive the report and note its recommendations.

89/16 BUSINESS MANAGEMENT & MONITORING REPORT FOR QUARTER 1 - 2016/17

(Agenda Item. 9)

Cabinet considered a report that provided details of performance for quarter one 2016-17 for the Cabinet to consider. The report was required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

Councillor Brighthouse, Chairman of Performance Scrutiny Committee commented that it was the first in the new format of reports that were a great improvement on previous ones. She highlighted a number of areas they had considered at the Performance Scrutiny Committee meeting. This included the high standing of the adult social care services; continuing issues around reablement; the good work in relation to foster carers and the expected savings in ICT through the transformation agenda which she hoped would be delivered with improved services. Councillor Brighthouse added that the Committee had also considered the Oxfordshire Safeguard Childrens Board and the Oxfordshire Safeguarding Adults Board annual reports. The Committee would be looking to use some of the issues raised to set the agenda for the upcoming meeting with the Police & Crime Commissioner.

Following discussion it was:

RESOLVED: to note and discuss the performance reported in the dashboards.

90/16 REQUEST FROM EDUCATION SCRUTINY COMMITTEE

(Agenda Item. 10)

At their meeting on 29 September 2016 the Education Scrutiny Committee considered a report on 'the Strategic and Operational Responsibilities of the County Council & the Resources Required to Carry Out These Duties, particularly in relation to School Improvement and Support Services'.

The Education Scrutiny Committee had noted that the government continued to reduce resources available to local authorities dramatically, whilst

expecting them to continue to carry out their statutory duties, particularly in relation to maintained schools, and that the diminishing funding would have a negative effect on the discharge of our duties. The Committee had also noted that there was a lack of clarity about the government's expectations of local government e.g. no right to intervene in academies but still held accountable for their performance.

The Committee had agreed to refer the issue to Cabinet with a request that the Cabinet write to the Secretary of State to express the concerns of the Committee. A copy of the report was attached for consideration.

Councillor Gill Sanders, Deputy Chairman of Education Scrutiny Committee and Chairman for the meeting on 29 September noted that it would have been helpful for Cabinet to have had a copy of Education Scrutiny Committee's discussions. Councillor Sanders commented that there had been genuine cross-party support for the recommendation. The Committee had expressed concern over the possible further delay in the National Funding Formula and that the funding gap was increasing with reduced funding and increased responsibilities such as the extension of free early years' entitlement. The Committee had also noted that the County retained responsibility for permanently excluded children. There was a need for improved engagement with Multi Academy Trusts(MATs) who were needed to replicate the work of local authorities. However for those schools that did not want to become part of a MAT school-to-school support was vital. She referred to the strategic review happening in the next 2 years but expected to retain most current responsibilities.

Responding to a comment from Councillor Tilley that fixed term exclusions were a greater cause for concern than permanent exclusions, Councillor Sanders indicated that the Committee's concern had been the delay with permanent exclusions of getting a child into another school.

Councillor Howson, speaking as a member of the Education Scrutiny Committee supported everything the views expressed by Councillor Sanders. He added that the loss of a particular strategic post made it more difficult to know how the authority would manage. He was keen to maintain high levels of interaction with schools and at regional and national levels. In practice the White paper had not removed responsibilities and it was important that as an authority we were able to take a strategic view. He commended the high level of operational expertise but felt that someone was needed to pull things together at that strategic level.

Councillor Tilley responding to the comments made commented that it was not possible to restore the post of Deputy Director of Education. However she would certainly write to the Secretary of State for Education as requested. She added that the team put in place was working well. She noted that Oxford Academy had been found to be 'Good'. Councillor Tilley referred to the work of the School Alliance and brokering of school to school support that meant that schools were realising that they did not need to stand alone.

Cabinet considered the request from the Education Scrutiny Committee and it was:

RESOLVED: that Councillor Tilley and Councillor Hudspeth write to the Secretary of State as requested.

91/16 DELEGATED POWERS - OCTOBER 2016

(Agenda Item. 11)

RESOLVED: to note the following quarterly report of any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i).

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Urgency</i>
19 August 2016	Exemption from Contract Procedure Rules- Provision of Independent Day Centres	to approve an exemption from tendering with the Council's Contract Procedure Rules in respect of a contract with the existing providers for independent day centres. The value of this award will total £1,115,966.75.	To allow the review of all day care services for older people to identify whether there are day care service options that can more effectively meet the needs of the most vulnerable service users in the community. The existing services will need to continue during this review to ensure continuity of service in the event that any of the services need to be remodelled as a consequence of the review.

92/16 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 12)

The Cabinet considered a list of items (CA) for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED: to note the items currently identified for forthcoming meetings.

..... in the Chair

Date of signing 2016

Division(s):

CABINET – 22 November 2016

Transition Fund for Community Initiatives for Open Access Children's Services

Report by the Chief Policy Officer

Introduction

1. The council is currently developing a brand new service for 0-19 year olds which will combine children's social care and early intervention in one seamless service, removing the need for children and families to be referred between the two.
2. As part of the council's continuing investment in early intervention, new teams of 'locality workers' will advise and support staff who continue to provide universal services to children and families throughout Oxfordshire – such as teachers in schools, health workers and staff in early years settings. The approach will ensure that children at risk who require support are identified as early as possible and appropriate services are provided to them and their families.
3. Alongside these developments, the council has been holding positive discussions with local communities, town and parish councils and the voluntary sector to encourage community-led solutions for delivering open access services for children and families. The aim is for these local solutions to complement the funded service as part of a safe and effective system that ensures support for the most vulnerable families, while harnessing the work of schools, health services, voluntary and community groups as part of a wider early intervention approach.
4. The 2016/17 budget agreed by Council in February 2016 included the creation of a 'one off' £1m fund to provide pump priming to support community-led solutions for delivering open-access services for children and families.
5. A cross party group of county councillors has been established to consider the maximum benefit of this fund. Councillors were nominated for this group by the party leaders. The group consists of Cllrs Stratford, Mathew, Gray, Hards and Fawcett.
6. The group has agreed terms of reference agreed previously at Cabinet on 20th September and is chaired by Councillor Stratford, the Cabinet Member for Finance. Cabinet approved the guidance and grant application form set out in Annexes 1 and 2 of this report.

Transition Fund Approach

7. The purpose of this £1m fund is to provide pump priming grants to communities to enable them to create sustainable solutions for open access children's services. The approach will be flexible recognising the different needs across the county. Through the current support provided to community groups, individual solutions will be developed with differing funding requirements.
8. The working group was keen to ensure that the process is open and transparent allowing as many groups as possible to access the funding. It was felt that a grant scheme would be the most appropriate way to ensure this.
9. Any proposals for funding will need to be supported by a business plan that includes all of the relevant information requested in the guidance document.

Grant Criteria

10. The following are the key criteria used when assessing proposals:
 - Sustainable solution for open access children's services in the local community
 - Ability to self-fund in the long-term, as outlined in the business case
 - Clearly defined costs and timescales for implementation
 - Evidence of the need for the project
 - Community buy-in
 - Engagement, partnership working and collaboration
 - Projects must benefit Oxfordshire communities, be inclusive and provide good value for money.
 - To what extent we can have confidence that the project will have a lasting impact, beyond the funding period.
11. In addition to these criteria, the motion from the 12 July Council to only fund those centres at danger of closing resulting from the changes in Children, Education and Families transformation project was upheld.
12. The full list of criteria is contained within the guidance set out in Annex 1 along with the types of organisations that can apply and also the types of projects and organisations that are not eligible to apply for funding.
13. Grants will be awarded on a one-off basis but expenditure can be phased over a period of up to three years.

Process

14. The first round of applications closed on the 21 October 2016. In this round 17 bids were submitted for consideration.

15. The applications were assessed by the cross party working group against each of the criteria outlined in the guidance notes at Annex 1.
16. Applicants, along with their local county councillor will be notified by e-mail of the Cabinet decision.
17. Applicants will only have the first year of funding transferred initially with subsequent years funding subject to monitoring compliance.
18. Successful applicants will be expected to comply fully with the monitoring requests from the council and signing of the funding agreement will be viewed as acceptance of these requests.
19. Any unspent grant funding will be recovered by the county council.
20. Future rounds of applications may be considered if communities are not in a position to submit a bid in the first two rounds and a balance of the fund is available.

Assessment of Applications

21. Having carefully assessed all the bids received against the established eligibility criteria, the cross party working group are recommending the following six bids for funding:
 - Butterfly Meadows
 - Carterton Town Council
 - Botley Bridges
 - Grandpont Nursery
 - St Nicholas Primary School
 - Sharing Life Trust
22. A further eight bids were supported by the cross party working group in principle, but it is felt that further work is required to ensure a robust and sustainable model. As such Cabinet is recommended to defer the following bids to the next round of applications:
 - Barton Community Association
 - Employment Action Group
 - Chalgrove Primary School
 - Cutteslowe Primary School
 - The Nature Effect
 - Magpies Pre-School
 - Friends of Maple Tree Children's Centre & Wheatley Nursery School
 - Oxfordshire Play Association

23. There were three bids that the cross party working group felt did not meet the overall eligibility criteria of the grant scheme, and as such Cabinet is recommended to decline their request for funding. These are:

- Donnington Doorstep
- The Happy Hub
- Lord Williams School

24. A summary of all the bids received under the first round of applications for the Transition Fund is included below:

25. **Applicant:** Barton Community Association (Barton EI Satellite)

Amount: £19,960 over 2 years

Proportion of proposed budget: 100% excluding in-kind

Overview: Barton Community Association are looking to establish once a week, term time stay and play. They will run sessions from the current location which will be in-kind match funding. The group are seeking donations from users and will look for alternative funding in the third year.

Panel feedback: The panel noted that further financial information is required, including further potential sources of funding, which will address sustainability and the ability to self-fund in the long term and demonstrate good value for money.

The panel noted that the Needs Analysis section of the funding request submission needs to be further developed, particularly around the local residents' needs analysis.

The panel recommend that a more detailed bid be submitted under the next round of applications, before this bid can be recommended for Transition Funding.

Recommendation: Overall the panel were supportive of the bid in principle, but felt further work is required. The panel recommends to Cabinet that this bid is deferred to the next round.

26. **Applicant Organisation:** Employment Action Group (Berinsfield)

Amount: £30,000 over 3 years

Proportion of proposed budget: 6%

Overview: The proposal is for a community hub model serving the younger children and families initially and then the older children. The model is based on having both the Children's Centre Building and the Early Intervention Building. The Children's Centre provision will be extended and facilities and support for all the children through personalised support as well as a youth club, breakfast club, after school club and holiday activities and will continue to be a base for health visitors and midwives.

Panel feedback: The panel noted that the project proposal was robust, particularly in terms of community buy in and funding pledged from local organisations.

The panel raised concerns about the long-term sustainability of the project, and suggested that the budgeted forecast is included in the business case.

Further clarity is required around the group's relationship with Donnington Doorstep.

It was noted that the business case will have to be amended due to revised property costs.

Overall the panel were supportive of the bid in principle, but noted that the financial information included in business case requires further work before this bid can be recommended for Transition Funding.

Recommendation: The panel recommends to Cabinet that this bid is deferred to the next round.

27. **Applicant Organisation: Bloxham Children & Families Centre (Butterfly Meadows)**

Amount: £29,384.52 over 3 years

Proportion of proposed budget: 36%

Overview: The Butterfly Meadows proposal meets the aims to continue open access services developed in conjunction with the community including an element of volunteers. They have the appropriate governance in place through the school and can demonstrate that this is a sustainable model with the parish council having already agreed ongoing support.

Panel feedback: The panel noted that the project is sustainable as evidenced by the strong business case.

Recommendation: The panel recommend that Cabinet approves this bid for funding.

28. **Applicant Organisation: Carterton Town Council (Carterton Children's Centre)**

Amount: £30,000 over 3 years

Proportion of proposed budget: 16%

Overview: The Carterton proposal aims to deliver services initially for 0-5, and then expanding to take in older children. The governance is in place under the Town Council, although it is recognised that this might change over time. There is a significant list of external funders, including £20k already secured. The advantage to Carterton's model is the flexibility to be able to operate across a number of sites which reduces the overheads significantly.

Panel feedback: The panel noted that the project is sustainable as evidenced by the strong business case.

Recommendation: The panel recommend that Cabinet approves this bid for funding.

29. **Applicant Organisation: Chalgrove Community Primary School (Chalgrove & Watlington Children's Centres)**
Amount: £37,225
Proportion of proposed budget: N/A

Overview: Chalgrove and Watlington are looking to continue provision from February 2017 to have handover from existing centre staff. The centre aims to provide open access to a wide range of activities specifically designed for children from birth to statutory school age and support for their parents. They hope to have achieved sustainability by 2020.

Panel feedback: The panel noted that there is significant lack of clarity regarding the finance for this proposal; this meant that the panel were unable to assess a number of the criteria.

The panel were concerned about the lack of financial forecasting and the seemingly high levels of expenditure on overheads.

Overall the panel were supportive of the bid in principle, but noted that the financial information included in business case requires further work before this bid can be recommended for Transition Funding. The panel recommends that a revised bid be submitted under the next round of applications.

Recommendation: Overall the panel were supportive of the bid in principle, but noted that the financial information included in business case requires further work. The panel recommends to Cabinet that this bid is deferred to the next round.

30. **Applicant Organisation: Cutteslowe Community Primary School (North Oxford Children's Centres)**
Amount: £30,000 over 1 year
Proportion of proposed budget: 100%

Overview: Cutteslowe Primary School would like to increase their childcare provision through use of the North Oxford Children's Centre. The sustainable funds that are made from this provision would be used to fund early intervention projects within the area linked with the Cutteslowe Community Centre and other charities and voluntary groups that work in the area. This early intervention would be targeted to open access such as playgroups within the children's and community centre and direct early intervention projects linked to identified needs in the area to ensure families and children are school ready.

Panel feedback: The panel noted that the application was not supported by a business case and they were unable to assess many of the criteria.

Overall the panel were supportive of the bid in principle, but noted that further evidence be provided in the form of a business plan, including financials.

Recommendation: Overall the panel were supportive of the bid in principle, but noted that further evidence be provided in the form of a business plan, including financials. The panel recommends to Cabinet that this bid is deferred to the next round.

31. **Applicant Organisation: Botley Bridges (Elms Road Children's Centres)**
Amount: £30,000 over 1 year (3 year plan)
Proportion of proposed budget: 32%

Overview: Botley Bridges aim to provide support services for families with children up to 11 years old living in Oxfordshire, with the core area for users being Botley and its environs. The services provided relate primarily to health, education and general well-being of children and their families together with the promotion of stable family units and social cohesion within the local community.

Panel feedback: The panel noted that the evidence of need was robust and the proposed model meets the funds criteria.

It was noted that the fund is requested in year one and has carry forwards; the panel felt this needed revising in light of the guidance which is to fund future years based on completion of monitoring.

It was noted that the Children's Centre requires access through the school and this would need clarity before the funds are released.

Recommendation: Overall the panel were supportive of the bid in principle, and the panel recommend that Cabinet fund this application subject to clarity regarding the relationship with the school.

32. **Applicant Organisation: The Nature Effect (Florence Park Children's Centres)**
Amount: £35,000 year 1
Proportion of proposed budget: 10%

Overview: The Nature Effect will build on the existing open access provision for families providing much needed childcare places, and offering families a healthy welcoming café, meeting and making space. It will also offer community groups a hub, and local individual's space to work and rooms to hire.

Panel feedback: The panel noted that there are a number of interested parties in this site and that groups should be encouraged to work together to find sustainable solutions.

It was noted that all bids should be assessed at the same time to provide a robust assessment process.

Recommendation: Overall the panel were supportive of the bid in principle, and felt that many aspects of it met the criteria. The panel are asking Cabinet to recommend that all bids for the Florence Park site are assessed at the next round in January.

33. **Applicant Organisation: Grandpont Primary School (Grandpont Children's Centres)**
Amount: £35,600 over 3 years
Proportion of proposed budget: 10%

Overview: Grandpont aim to deliver a complementary service to the designated centre at Rose Hill. The proposal aims to continue the work with the traveller community and to provide some of the existing health and open access sessions including the Saturdads.

Panel feedback: The panel noted that the evidence of need was robust and the proposed model meets the funds criteria.

Recommendation: The panel recommend that Cabinet approves this bid for funding.

34. **Applicant Organisation: Magpies Pre-School (Kaleidoscope Children's Centre)**
Amount: £12,200 year 1
Proportion of proposed budget: N/A

Overview: Magpies will aim to replace the services currently provided by the Kaleidoscope centres including Saturdads and some 'drop-in' sessions such as breast feeding and family support. We will add contact facilities for children and their families in the care system or in family distress. The transition funding will be used to bring the premises up to standard.

Panel feedback: The panel noted that this bid required further work, including more detailed financial information about the overall project.

Without a business plan the panel were unable to assess against many of the criteria.

Recommendation: Overall the panel were supportive of the bid in principle, but noted that further evidence be provided in the form of a business plan, including financials. The panel recommends to Cabinet that this bid is deferred to the next round.

35. **Applicant Organisation: Friends of Maple Tree (Maple Tree Children's Centres)**
Amount: £30,000 over 3 years
Proportion of proposed budget: 30%

Overview: The Friends of Maple Tree Children's Centre (FMTCC) are proposing a management and funding structure that would allow the centre to continue to provide invaluable activities, play, information and support from professionals and trained staff working in a wide range of fields for children under 5 and their families in the rural community around Wheatley.

Panel feedback: The panel noted that there are two applications for the Maple Tree Centre that have highlighted the need to be read in conjunction with each other.

The panel noted that a joint submission would provide an appropriate solution in Wheatley and that the groups should be urged to work together.

The panel felt that further work was required on the financials to evidence a sustainable project.

Recommendation: Overall the panel were supportive of a joint bid in principle, and felt that many aspects of it met the criteria. The panel recommends to Cabinet that this bid is deferred to the next round.

36. **Applicant Organisation: Wheatley Nursery School (Maple Tree Children's Centres)**

Amount: £30,000 over 3 years

Proportion of proposed budget: 10%

Overview: Wheatley Nursery School and Maple Tree Children's Centre have a proven relationship, shared building, shared training, shared work with Health Visitor, shared funded 2's, shared Caf/Taf. Wheatley Nursery value the Children's Centre work in the community and want to support the continued development of services in the Children's Centre in and around Wheatley. They are liaising with their governors about this prospect and they are supportive of our proposed developments.

By managing the Children's Centre building, Wheatley Nursery can continue many of the current activities and also develop new ones to support the surrounding schools and build our community links.

Panel feedback: The panel noted that there are two applications for the Maple Tree Centre that have highlighted the need to be read in conjunction with each other.

The panel noted that a joint submission would provide an appropriate solution in Wheatley and that the groups should be urged to work together.

The panel felt that further work was required on the business plan, including more information on open access provision.

Recommendation: Overall the panel were supportive of a joint bid in principle, and felt that many aspects of it met the criteria. The panel recommends to Cabinet that this bid is deferred to the next round.

37. **Applicant Organisation: St Nicholas Primary School (Marston Northway Children's Centres)**

Amount: £8,000 over 3 years

Proportion of proposed budget: 100%

Overview: The school would like to continue some of the activities that Marston Northway Children centre was providing. Some of this was already happening in the school as part of the centre outreach services. The activities provided would include: Stay and Learn sessions for children aged 0-3 years (every Friday for 2 hours a week), support group for hearing impaired children, adult learning, crèches, and parenting courses.

Panel feedback: The panel noted that the proposal was robust and the proposed model meets the funds criteria.

Recommendation: The panel recommend that Cabinet approves this bid for funding.

38. **Applicant Organisation: Sharing Life Trust (Red Kite Children's Centres)**

Amount: £30,000 over 3 years

Proportion of proposed budget: 15%

Overview: The centre has a well-developed published programme of activities which is updated three times a year. This includes a range of activities which offer universal provision open to all parents and children aged 0-4yrs, together with some sessions targeted at specific groups and those that are by invitation only. Some activities are arranged as a joint venture with the local Health Visitors. The aim is to continue the provision of all universal activities and the joint activities with Health where appropriate. Targeted activities could continue in collaboration with OCC Children's Services when they are requested and subject to agreement on funding arrangements. It is intended to continue using the centre building in Thame and the library annexe accommodation in Chinnor for this provision.

Panel feedback: The panel noted that the proposed model meets all of the fund eligibility criteria and were supportive of the bid.

The panel welcomed the significant amount of external funding already secured or committed to the proposal.

It was noted that a revision to the budget is required to take into account the premises costs.

Recommendation: The panel recommend that Cabinet approves this bid for funding.

39. **Applicant Organisation: Oxfordshire Play Association (South Abingdon Children's Centres)**

Amount: £43,677.50 over 3 years

Proportion of proposed budget: 15%

Overview: The Oxfordshire Play Association (OPA) are proposing to take over the running and management of, alongside the delivery of services at South Abingdon Children's Centre with effect from April 2017. The aim is to create a Multi Agency / Partnership 'HUB' for the Families of South Abingdon and beyond where they can Play and Learn. OPA would like to offer a range of services delivered by OPA whilst also maintaining the delivery of services from other voluntary, community and statutory sector groups.

Panel feedback: The panel noted that any robust proposal would need to take into account that there is a statutory requirement for nursery places in the area.

The panel noted that there are a number of interested parties in this site and that groups should be encouraged to work together to find sustainable solutions.

It was noted that all bids should be assessed at the same time to provide a robust assessment process.

Recommendation: Overall the panel felt that many aspects of the bid met the criteria; however this would need to be revised in light of the requirements for nursery places. The panel are asking Cabinet to recommend that all bids for the South Abingdon site are assessed at the next round in January.

40. **Applicant Organisation: Donnington Doorstep**

Amount: £75, 674 over 3 years

Proportion of proposed budget: 50%

Overview: Donnington Doorstep has been delivering high-quality and much loved stay and play sessions for over 32 years. From their purpose-built centre in East Oxford, they offer fun activities for parents, carers and pre-school babies and children four days a week from 10am – 1pm. In the school holidays their expert staff team are able to adapt their weekly activities to enable families to bring their older children along too, and the youth team offer additional support. This means their offer is of benefit to the whole 0-19 age range.

Panel feedback: The panel noted that the overall eligibility criteria were not met in particular the requirement of funding those centres in danger of closing resulting from the changes in Children, Education and Families transformation project.

Recommendation: The panel recommend that Cabinet decline this bid for funding.

41. **Applicant Organisation: The Happy Hub Cholsey**

Amount: £9,000 over 3 years

Proportion of proposed budget: 13%

Overview: The Happy Hub in Cholsey has been set up to make sure all children in the local area are properly prepared for school, regardless of background or family circumstances. The centre also offers support to parents to help them raise their children. The Happy Hub works with children from the ages 0 to eleven.

Panel feedback: The panel noted that the overall eligibility criteria were not met in particular the requirement of funding those centres in danger of closing resulting from the changes in Children, Education and Families transformation project.

Recommendation: The panel recommend that Cabinet decline this bid for funding.

42. **Applicant Organisation: Lord Williams School**

Amount: £5,975 per annum

Proportion of proposed budget: N/A

Overview: Lord Williams offer young carers support meetings every other week. Twice a year they offer trips. In the Christmas term, years 7,8,12 & 13 go to the pantomime, years 9 & 10 are taken to Yowlbury for a residential pre-exam period. In the summer all carers are invited to a theme park.

Panel feedback: The panel noted that the overall eligibility criteria were not met, in particular the requirement of funding those centres in danger of closing resulting from the changes in Children, Education and Families transformation project.

The panel also noted that this proposal was for the 11+ age range and was not providing open access provision.

Recommendation: The panel recommend that Cabinet decline this bid for funding.

Financial and Staff Implications

43. The financial implications are set out in the main body of the report.

Further information in relation to the bids recommended for funding is included below:

Centre	Organisation	Year 1	Year 2	Year 3	Funding requested
Butterfly Meadows	Butterfly Meadows	£10,932.00	£9,226.26	£9,226.26	£29,384.52

Carterton	Carterton Town Council	£10,000.00	£10,000.00	£10,000.00	£30,000.00
Elms Road	Botley Bridges	£30,000.00	£0.00	£0.00	£30,000.00
Grandpont	Grandpont Nursery	£20,600.00	£10,000.00	£5,000.00	£35,600.00
Marston Northway	St Nicholas Primary School	£8,000.00	£0.00	£0.00	£8,000.00
Red Kite	Sharing Life Trust	£10,000.00	£10,000.00	£10,000.00	£30,000.00
TOTAL		£89,532.00	£39,226.26	£34,226.26	162,984.52

TOTAL FUNDING AVAILABLE	£1,000,000.00
TOTAL FUNDING REQUESTED	£549,237.00
FUNDING RECOMMENDED UNDER 1ST ROUND OF APPLICATIONS	£162,984.52
REMAINING FUNDING	£837,015.48

Equalities Implications

44. The Public Sector Equality Duty, under section 149 of the Equality Act 2010, places a responsibility on local authorities to exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
45. There are no equality and inclusion implications arising directly from this report.

RECOMMENDATION

46. **The Cabinet is RECOMMENDED to**
 - (a) Approve for funding the following bids:**
 - a. Butterfly Meadows
 - b. Carterton Town Council
 - c. Botley Bridges
 - d. Grandpont Nursery
 - e. St Nicholas Primary School
 - f. Sharing Life Trust
 - (b) Ask that further work is conducted to develop more robust business plans and reapply for funding under the next round of applications:**
 - a. Barton Community Association

- b. Employment Action Group
- c. Chalgrove Primary School
- d. Cutteslowe Primary School
- e. The Nature Effect
- f. Magpies Pre-School
- g. Friends of Maple Tree Children's Centre & Wheatley Nursery School
- h. Oxfordshire Play Association

(c) Decline for funding the following bids:

- a. Donnington Doorstep
- b. The Happy Hub
- c. Lord Williams School

MAGGIE SCOTT
Chief Policy Officer

Background papers: Transition Fund Application Forms.

Annexes: Annex 1: Transition Fund Guidance Notes
Annex 2: Transition Fund Application Form

Contact Officer: Sarah Jelley, sarah.jelley@oxfordshire.gov.uk, 07554 103437
November 2016

ANNEX 1

GUIDANCE NOTES

TRANSITION FUND COMMUNITY INITIATIVES FOR OPEN ACCESS CHILDREN'S SERVICES

September 2016

Background

In February 2016 the council agreed to set aside £1m for creating a transition fund to provide pump-priming grants for establishing universal provision of children's services in communities across Oxfordshire.

Further details about the council's decision are available at:

<https://www.oxfordshire.gov.uk/cms/news/2016/feb/joint-statement-budget-political-leaders-oxfordshire-county-council>

This approach supports the council's commitment to a new way of delivering open access services across communities. Under Oxfordshire Together we have been working with town and parish councils, voluntary sector organisations and local community groups to encourage the continuation of open access sessions such as stay and play and youth group sessions where the council can no longer provide funding for these services. Further information about this work is available at: <https://www.oxfordshire.gov.uk/cms/public-site/childrens-services>.

Our approach

The purpose of this £1m transition fund is to provide pump priming grants for sustainable community solutions for open access children's services. In awarding the grants, our approach will be flexible, recognising the different needs across the county. We will work with community groups on an individual basis to develop individual solutions, so if you would like to apply for a grant you are advised to contact us at an early stage. To get in touch with us, please email us at: localities@oxfordshire.gov.uk.

Any proposals for funding will need to demonstrate sustainability and the ability to self-fund in the long term. This will be a key criterion for assessing all applications. In addition match funding is strongly encouraged, and we will be asking all applicants to put together a robust business case showing how the project will self-fund in the long-term.

There will be two rounds of applications with deadlines in October 2016 and January 2017, so if your bid is not successful in the first round, we will be happy to work with you to help develop a strong business case and re-apply for funding. Further rounds of applications will be considered, if appropriate, post-January 2017.

What do we fund? (eligibility criteria)

Funding is available for sustainable community solutions for open access children's services. As the county council is withdrawing funding for some non-statutory children's services, we want to see communities come forward with their proposals for open access services for children and their families, reflecting local need and priorities.

It is entirely up to each community to decide what the new arrangements might look like. In order to be eligible for transition funding, projects must meet a number of key eligibility criteria, and we require all applicants to submit a fully developed business case that demonstrates how the criteria will be met.

If you need help developing the business case, you can contact OCVA, who will be able to offer guidance, or you can consult the government's advice on writing a business plan at: www.gov.uk/write-business-plan.

To make sure you have included all the relevant information in your business case we have put together a suggested checklist:

- Description of the project/ activity
- Needs analysis
- Desired outcomes & beneficiaries
- Costs
- Sources of funding & long-term sustainability
- Performance Measures (how results will be monitored)
- Governance

Grant criteria

- Sustainable solution for open access children's services in the local community
- Ability to self-fund in the long-term, as outlined in the business case
- Clearly defined costs and timescales for implementation
- Evidence of the need for the project
- Community buy-in
- Engagement, partnership working and collaboration
- Projects must benefit Oxfordshire communities, be inclusive and provide good value for money.
- To what extent we can have confidence that the project will have a lasting impact, beyond the funding period.

We want to see projects which are rooted in their communities and which have grown out of a specific local need. All applicants must work closely with their local community to ensure their project is properly connected locally, responds to recognised need and does not duplicate other provision. We would also ask to see evidence of a strong buy-in from the local community, and any successful initiative would need to be accessible, inclusive and open to all.

Funding will only be awarded on a one-off basis and must be spent within a maximum of 3 years (*depending on your business plan, it could be by end of financial year; set number of years or as per the milestones identified in the business case*).

Funding can be awarded for salaries and overheads if these were part of the sustainable business plan. It is important to emphasise though that the grant will be a one-off payment so organisations need to take this into account when building their business case.

Who can apply:

In order to be deemed eligible for funding, applying organisations must have a committee and/or a constitution or appropriate rules setting out aims and objectives and how the group will operate, and a bank account¹.

- Not-for-profit community groups
- Town and parish councils
- Schools
- Social enterprises
- Charity organisations
- Community associations
- Companies limited by guarantee
- Parent teacher associations
- Cooperatives
- Friendly societies
- Youth Clubs

What don't we fund?

Organisations:

- Individuals or sole traders
- Profit-making organisations
- Organisations not established in the UK
- Organisations that give funds to other charities, individuals or other organisations

Projects:

- Projects that duplicate an already existing service
- Activities which a statutory body is responsible for
- Activities with a religious or political purpose
- Activities that contradict or act against any of the Council's agreed policies such as [Equalities](#) and [Safer Recruitment](#), or fail to comply with all the other relevant statutory requirements, such as health and safety legislation

¹ Please note we will not make any payments into individuals' bank accounts, so it is very important that your group has a bank account.

Please note that this is not an exhaustive list and if you are not sure whether you are eligible for funding you should get in touch with us at: localities@oxfordshire.gov.uk.

How to apply

Application process:

- 1) Expression of interest with outline business case
- 2) Initial review
- 3) Application form & business case
- 4) Review of bid by transition fund cross party group with recommendations to Cabinet
- 5) Assessment of bid by Cabinet
- 6) Decision
- 7) Notification to bidders

Deadlines

There are two applications round, with deadline dates of:

- 1) 21 October 2016 and
- 2) 09 January 2017

We encourage applicants to contact us early with their expressions of interest or any questions they might have, to avoid any delays in the council assessing the bids and making a decision.

How will applications be assessed?

We will assess your application against the key criteria set out above and we may also seek feedback from community stakeholders and the local county councillors.

A cross party panel will review all applications and then make recommendations to Cabinet. The final decisions will be made by Cabinet meeting in public on 29 November 2016 (first round) and 21 February 2017 (second round). The Cabinet will judge each application on its own merits, giving due regard to local circumstances and need.

Cabinet decisions can be called-in by the Performance Scrutiny Committee, which can decide to approve the decision, ask Cabinet to reconsider, refer it to full council for further debate, or require further information of further work to be done.

Awarding the grant

Applicants, along with their local county councillor, will be notified by email of the Cabinet's decision within a week of the decision being made.

Successful applicants will be asked to sign a legal agreement with the council (for any grants over £5,000). Once the legal agreement is signed, we will then transfer the funding into the organisation's bank account.

For larger grants/ where appropriate, funding might be phased depending on the outcomes achieved following the first stage of delivery.

Unsuccessful applicants will be offered feedback on their proposal and, where possible, we will work with organisations to help them identify alternative funding opportunities.

Monitoring

Successful applicants are expected to comply fully with any monitoring requests from the Council and must agree to this when signing the funding request form.

All successful applicants need to be prepared for a review of their project.

This may include:

- Receipts recording how the money was spent
- Reports on the activity funded
- Feedback from individuals impacted
- Any other record of the activity funded (e.g. promotional flyers and posters)

Successful applicants will be strongly encouraged to keep us informed about the progress of their projects. Any setbacks to the implementation of the projects should be reported to the Transition Fund Team. Delivery of the projects will be monitored as per milestones identified in the business case/ project proposal.

Any unspent grant funding will be recovered by the county council.

Other sources of support and funding available

- Oxfordshire Community and Voluntary Action (OCVA)
- Oxfordshire Community Foundation
- Community First Oxfordshire

Contact us

Sarah Jelley
Policy Team
Oxfordshire County Council
County Hall
New Road,
Oxford OX1 1ND

Email: localities@oxfordshire.gov.uk
Telephone: 07554103437

ANNEX 2

GRANT APPLICATION FORM

TRANSITION FUND COMMUNITY INITIATIVES FOR OPEN ACCESS CHILDREN'S SERVICES

The Scheme and Guidance

In February 2016 the council agreed to set aside £1m for creating a transition fund to provide pump-priming grants for establishing universal provision of children's services in communities across Oxfordshire.

In awarding the grants, our approach will be flexible, recognising the different needs across the county. We will work with community groups on an individual basis to develop individual solutions, so if you would like to apply for a grant you are advised to contact us at an early stage. To get in touch with us, please email us at: localities@oxfordshire.gov.uk.

Any proposals for funding will need to demonstrate sustainability and the ability to self-fund in the long term. This will be a key criterion for assessing all applications. In addition match funding is strongly encouraged, and we will be asking all applicants to put together a robust business case showing how the activity will self-fund in the long-term.

Please read carefully the **guidance notes** available on the Council's website to check whether your organisation or the activity you wish to fund is eligible for funding under the scheme's criteria.

The Application Process

- 8) Expression of interest with outline business case
- 9) Initial review
- 10) Application form & business case
- 11) Review of bid by transition fund group with recommendations to Cabinet
- 12) Assessment of bid by Cabinet
- 13) Decision
- 14) Notification to bidders

Deadlines

There are two applications round, with deadline dates of:

- 3) 21 October 2016 and
- 4) 09 January 2017

Contacting Us

Sarah Jelley, Policy Team
Oxfordshire County Council
County Hall, New Road, Oxford OX1 1ND
Email: localities@oxfordshire.gov.uk
Telephone: 07554103437

TO BE FILLED IN BY APPLICANT

Name of your organisation:

--

Type of organisation:

--

Organisation Address:

--

If a registered Charity, please specify number

--

Contact Name

--

Telephone

--

Email

--

Payment Details

Please provide your organisation's payment details (note: payments will not be made to an individual's bank account).

Account Name	
Bank or Building Society Name	
Account number	
Sort code	

ACTIVITY OVERVIEW

1. Name

--

2. Summary

Please describe the activity you wish to fund.

--

3. Activity Dates

Please state when you would spend the funding. Please include start and end date for the activity and major milestones, if any.

PLEASE NOTE: ALL FUNDING MUST BE SPENT WITHIN A MAXIMUM OF 3 YEARS *(depending on your business plan, it could be by end of financial year; set number of years or as per the milestones identified in the business case).*

4. Analysis of Needs

Please explain how the activity will address a recognised need in your community.

--

5. Success Measures

How will you monitor progress towards the achievement of your outcomes?

6. Sustainability

How will you ensure the sustainability of the activity? How will the activity be funded in the long term?

7. Costs

Description	Cost
<i>Please provide us with a breakdown of costs of your proposed activity. E.g. Volunteer Training, Transport, Information & Promotion, Equipment & Materials, Refurbishment etc.</i>	

TOTAL	

8. Other funding received

Please include details of any other grant funding you have received, including any awarded by Oxfordshire County Council or any funding that has been committed to the activity in principle.

Applicant Agreement

The organisation undertakes that:

- The information provided on this form is true and accurate.
- Any funds awarded will be spent in accordance with the details provided above.
- For all bids £5,000 and over, or if requested, it will provide details of how funding has been spent and cooperate fully with any other monitoring process undertaken by the Council to ensure the proper use of funds.
- It will advise the Council of any potential difficulties in complying with this agreement as soon as possible so that mutually acceptable solutions can be found.
- Funding awarded will not be spent on activity that does not comply the abovementioned policies of the Council.
- Details of the activity will be listed on the Council's website and may be communicated to a wider audience (e.g. via the local press).
- The funds awarded will be reimbursed to the Council if the organisation is in breach of these terms.
- The activity will be carried out in compliance with all relevant laws.

We hereby agree to these terms:

Name:

Signed:

Date:

On behalf of (organisation):

Please ensure that you have signed the application form before submission to the Policy Team. Please note that while we can accept scanned signatures, **we cannot accept typed signatures.**

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Division(s):All

CABINET – 22 NOVEMBER 2016

HWRC STRATEGY IMPLEMENTATION- PROCUREMENT OF HWRC MANAGEMENT CONTRACT AND REVISED WASTE ACCEPTANCE POLICY

Report by Acting Director for Environment and Economy

Introduction

1. As a Waste Disposal Authority (WDA), OCC has a statutory duty under the Environmental Protection Act (EPA) 1990 to provide facilities for its residents to deposit their household waste and currently provides seven household waste recycling centres (HWRCs). The sites accept approximately 49,000 tonnes of household residual waste and recyclables each year with an average recycling rate of around 60%. Residents make over 1.2 million visits to the sites every year and recent surveys have shown 92% of users are satisfied or very satisfied with the service provided.
2. HWRCs are also required to help OCC deliver its commitment to policies contained within the Oxfordshire Joint Municipal Waste Management Strategy (OJMWMS). Specifically:
 - Policy 4: Achieving a recycling and composting rate of at least 65% by 31 March 2020;
 - Policy 5: Ensuring that recycling and waste services are available to all residents;
 - Policy 8: Providing waste management services for specialised and potentially polluting material streams such as hazardous waste and Waste Electrical and Electronic Equipment.
3. The HWRCs are managed by contractors who operate and maintain the sites. The management contract for five of the seven sites expires on 30 September 2017 and requires re-procurement ready to start the new service on 1 October 2017.
4. In line with the HWRC Strategy agreed by Cabinet on 15 December 2015 ([Agenda for Cabinet on Tuesday, 15 December 2015, 2.00 pm](#)) and in order to meet current financial pressures, procurement of the new contract will seek HWRC service changes to avoid site closures. These changes require the HWRC Waste Acceptance Policy to be revised.
5. In addition, in line with the Corporate Plan, a more commercial approach will be taken to generate income, where this can be done in a way that makes a net saving, and using the HWRC sites in more efficient and innovative ways.

6. The potential service changes include reduced opening hours, charging for non-household waste and allowing commercial operations on site with the aim of income generation, reducing costs or both. The proposed changes take into account operational feasibility, legislative requirements and the consultation responses.

Background

7. On 15 December 2015 Cabinet approved the HWRC Strategy. This followed public consultation in the autumn 2015 which found that if necessary residents would prefer reduced opening hours rather than a reduction in the number of sites.
8. In summary the approved HWRC strategy sets the following approach:
 - That the existing site capacity is secured in the short-medium term.
 - That a site rationalisation approach is adopted to minimise revenue pressures taken as a whole based on the following principles:
 - Fewer, larger sites, located close to centres of population with the aim of reducing average drive time as far as possible (recognising that this may mean longer times than the current arrangements for some residents).
 - Reduced opening hours in preference to fewer sites.
 - Site design is to maximise re-use and recycling and reduce/offset disposal costs.
 - Partnership working with District Councils and local communities to investigate alternative approaches where a HWRC operating on the current model is not financially sustainable in the long term.
 - New approaches to reduce public requirement to visit HWRCs are undertaken.
 - That an options appraisal is completed for replacing or redeveloping Redbridge.
 - That an options appraisal is completed for the rationalisation of Ardley and Alkerton incorporating potential partnership approaches in Cherwell.
 - That an options appraisal is completed for providing capacity in the south of the county.
 - That a final decision on the futures of Dix Pit, Stanford in the Vale and Oakley Wood are taken alongside an options appraisal for a potential retained or replacement site after the Redbridge and south decisions are made.
 - That these options are developed to minimise whole life costs with the aim of providing an affordable solution overall and maximising the security of s106 funding.
9. A programme is in place to implement the strategy and the following projects are in progress.
 - Project 1 HWRC management contract procurement and mobilisation.

- Project 2 Securing current sites – Ardley HWRC. Planning consent expires in December 2018 and the current site owner intends to close the site in April 2017. Discussions are ongoing with the site owner to explore the options for extending the life of the site.
 - Project 3 Securing current sites – Alkerton and Stanford HWRCs. Planning consent for these sites was due to expire in 2019. Planning applications were approved in October 2016 to extend consents until 2026 to provide certainty for the procurement.
 - Project 4 New sites – replacement Redbridge HWRC, new sites for north and south. Work is ongoing with the property team to identify a replacement site for Redbridge HWRC as the first step in longer term site rationalisation.
 - Project 5 Strategy development and advice to support implementation.
10. Project 1 is the subject of this report which seeks authority to procure a new HWRC management contract and approval of service changes. Previously changes to the Waste Acceptance Policy have been agreed through a delegated decision by the Cabinet Member for the Environment. However, approval of the full Cabinet is sought on this occasion to demonstrate overall support for the approach to future HWRC operation and the specific service changes in the proposed Waste Acceptance Policy that will be implemented through the new management contract.

HWRC management contract procurement and mobilisation

11. A key priority for implementing the HWRC Strategy is to secure the current network of sites to allow a managed transition to the new 'rationalised' delivery model. The current HWRC management contract ends on 30 September 2017. A new management contract needs to be delivered and mobilised for the new service to start on 1 October 2017.
12. Also in line with the agreed strategy and in order to meet current financial pressures, procurement of the new contract will seek HWRC service changes to avoid site closures, such as reduced opening hours, while providing an affordable service through cost savings or income generation. This could have an impact on the level of service provided to the public, both positive and negative. It is intended that some changes will be specified and bidders will be asked to price other changes to demonstrate potential cost savings or the creation of additional income for Council.
13. To enable this, the HWRC Waste Acceptance Policy (WAP) requires amendment to reflect the potential service changes. This will inform bidders and enable them to price for the contract.

Public Consultation

14. To inform the decision making process, public consultation was undertaken from the 14 July 2016 to 11 August 2016. The consultation was available on-line and parish and town councils and key stakeholders were informed of the consultation in writing. A total of 1082 responses were received with 532

residents adding specific comments. A full summary of results can be found at Annex 1.

15. Residents were asked for their views on service changes the Council could implement to make savings or create income at HWRC sites. They were not given the option of retaining the current service levels although 6% said they would rather pay more in their council tax to keep current service levels, than experience any change.
16. Overall residents were supportive of the service changes proposed.

Question	Response
1. How should the Council save money on Non Household Waste? Accept and Charge for Non- household Waste	91%
2. Should Council allow commercial waste activities on site? Yes	87%
3. Should Council allow reusable items to be sold from site? Yes	93%
4. If there was a reduction in the number of hours HWRC's were open, what would be your preference? Shorter hours each day Whole day closures	43% 44%
5. Would you use your local HWRC if it no longer accepted refuse? Yes	68%

17. Residents voiced several concerns including site closures which were not included in this consultation. In addition, residents were concerned about the potential or perceived consequences of service changes as opposed to the change itself. For example, 91% of residents are willing to pay for non-household waste to save Council money or create income; however 33% of residents expressed concern at the service changes due to a perceived increase in flytipping.
18. There were 983 comments from 532 residents or organisations. Their comments were grouped to capture concerns, ideas and objections and are summarised as follows. A detailed list of comments is in Annex 1.

Comment	% of Residents
Concern-Service Change	39% concerned about impact of service changes.
Concern-Site Closure	33% concerned about impact of site closures.
Ideas	38% suggested ideas

Objections	38% made objections
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Proposed Changes to the Waste Acceptance Policy

19. Taking into account operational feasibility, legislative requirements and in light of the consultation responses, the proposed changes to the Waste Acceptance Policy and implications to service levels are listed in the table below. It is proposed that any agreed changes are implemented as part of the new contract and take effect from 1 October 2017.

Proposed Changes	Implication to HWRC users
1. Reviewing non household waste charges.	<p>Charges will be made for the following items:</p> <ul style="list-style-type: none"> - Inert waste e.g. rubble, bricks, concrete. - Tyres. - Plasterboard. - Construction and demolition wood. - DIY waste e.g. doors, windows, baths, toilets, cisterns, basins/sinks, kitchen units, work tops, fixed radiators, water tanks, guttering, roofing felt and tiles. <p>No charges will be made for following chargeable items.¹</p> <ul style="list-style-type: none"> - Cement bonded asbestos - Gas bottles <p>Consultation: 91% support</p>
2. Allowing re-use items to be collected and sold from site	<p>The ability to drop off or separate items for re-use. To potentially buy re-use items from sites.</p> <p>Consultation: 93% support.</p>
3. Allowing commercial waste service to operate on site	<p>Residents operating small businesses have access to accessible commercial waste services.</p> <p>Consultation: 87% support.</p>
4. Reduced opening hours	<p>Sites may be open later or closed earlier during the day or closed for whole days.</p> <p>Consultation: 43% support shorter hours per day 44% support whole day closure</p>

¹ There are limited and expensive commercial options for residents to dispose of asbestos. Accepting asbestos without charge could mitigate potential flytipping. Gas bottles in the residual waste can cause extensive damage to the Energy Recovery Facility. Accepting gas bottles without charge would mitigate gas bottles being disposed of in kerbside residual waste bins.

20. All of the above proposals are changes to current service levels except for the following:
- a) Residents are currently able to dispose of asbestos and gas bottles for free. This will not change due to the reasons in footnote 1.
 - b) Tyres are currently charged for and this will continue.
 - c) Residents are currently charged for DIY items; however the first three items are free. The proposed change to DIY waste is to remove the 'three for free' provision and charge for all DIY waste items.
21. The draft Waste Acceptance Policy is set out in full in Annex 2.

Concerns raised during the consultation

22. Residents had two main concerns about service changes – fly tipping and congestion. The service changes proposed could have the potential to increase flytipping as residents would have to change the way they currently use HWRCs, for example, modifying the time they use a site, or paying for a waste item they previously deposited for free. Experience in Oxfordshire and nationally has shown residents do not resort to illegal behaviour if required to change how they manage their waste. For example, experience from the closure of Dean Pit HWRC in 2011 demonstrated that no measurable additional fly tipping occurred.
23. The importance of good traffic management will be set out in the tender documents and tenderers proposals to ensure congestion is minimised will be evaluated as part of the tender process. Congestion and waiting times could be mitigated by ensuring the acceptance of commercial waste is either undertaken on days when the HWRC is closed to the public (if this option is implemented) or at known quieter times. Any financial transactions, either for non-household or commercial waste, would need to be quick and easy and not hinder turnaround times. Ways to enable residents to deposit or purchase items for re-use speedily to prevent lengthy visits would need to be sought through the procurement. It is not proposed to accept commercial waste at weekends when the sites are at their busiest.
24. Communications will be essential to assist residents in adapting to the new changes and manage concerns. This will include:
- Widespread communication of changes.
 - Widespread communication on waste prevention, reduction and recycling messages.
 - Communication of alternative disposal outlets.
 - Clear signage at sites.

HWRC service changes nationally

25. Other Councils have implemented many of the changes proposed at their HWRC sites in order to save money or create income. For example:

Proposal	Council	Example
1. Charging for non-household waste	Suffolk	Soil & Rubble- £2/bag, Plasterboard £2.50/sheet
	Dorset	Soil & Rubble- £1.50/bag Plaster board £2.50/bag
	Somerset	Soil & Rubble- £3.60/bag, Gas canisters £6.15/bottle
	Cornwall	Plasterboard-£4.40/bag, rubble £1.75/bag, Tyres- £3.20 each
	Poole	Soil & Rubble- £1.50/bag Plaster board £2.50/bag
	North Yorkshire	Rubble-£3.12/bag, Plasterboard-£6/bag/sheet, Tyres-£1.70
2. Re-use Items	Warwickshire	Dedicated re-use shops on site operated by third sector
	Buckinghamshire	Re-use shop partnership between waste management company and third sector
3. Commercial Waste Service	Warwickshire	General Waste- £166/T, Green waste £43/T
	Northamptonshire	General Waste- £140/T, Green waste £46/T
	Hampshire	From 1 st Oct 2016
	Suffolk	£32/small car for general waste.
4. Reduced Opening Hours	Hampshire	All sites have reduced opening hours and closed every Thursday.
	Devon	Reduced 2 hrs per day and whole days in rural areas.
	Hull City Council	Reduced 2 hrs per day
5. Recycling sites only- e.g. no residual waste skip at some sites	South	Farthinghoe site does not accept general household waste.
	Northamptonshire	Does not accept excess 'non-recyclable' waste.
	Devon County Council	Tir John site does not accept general household waste.
	Swansea Council	Kings Rd site does not accept general household waste.
	Waltham Forest	

26. As noted above OCC already charges for Do-It-Yourself (DIY) waste with residents being able to dispose of three items for free before being charged for subsequent items. However, changes to the Waste Acceptance Policy will mean that all DIY items and other non-household waste will be charged for.

27. Oxfordshire residents have not had to pay for inert waste (rubble, soil etc.) disposed of at HWRC sites, although there is a six bag restriction. Experiences from councils elsewhere that have introduced charging for inert waste have shown either few complaints or an initial increase in complaints followed by a settling down period. The predominant concerns raised were about the potential for encouraging fly-tipping as opposed to the charges themselves. Effective communication campaigns highlighting the changes were essential to inform residents.

Procurement of the HWRC management contract

28. The procurement is designed to be in accordance with the HWRC strategy agreed by Cabinet on 15 December 2015. It is a fundamental step in implementing the strategy and will enable the longer term aspirations to be developed while maintaining the service in the short term. The procurement will aim to secure a service that is affordable while maintaining or improving recycling rates and minimising service level changes.
29. To inform the procurement and gauge market interest soft market testing was undertaken with all the incumbent HWRC contractors and other potential service providers within the industry and third sector organisations. This has been done through face to face meetings with individual suppliers and a supplier engagement event.
30. A Prior Information Notice (PIN) was issued and published in Tenders Electronic Daily (TED) on 16 June 2016 to raise awareness of the procurement and to advertise an information day on 13 July 2016. This was attended by ten waste management companies including existing contractors and five third sector organisations to help facilitate potential partnerships on re-use and repair. The event demonstrated significant market interest in the contract from the industry and third sector and enabled contact details to be exchanged.
31. The contract will be procured using an open procedure with a contract term of seven years plus an extension of up to three years. The term is consistent with feedback from soft market testing and will enable the longer term site rationalisation strategy to be developed. The contract will also provide flexibility for implementation of the longer term principles of the HWRC Strategy should this be feasible within the contract term.
32. The contract will be based on the existing HWRC contract which is considered to be generally fit for purpose. It has been reviewed and updated to reflect up to date operational practice, legislative and regulatory changes and proposed service changes. Specifications and other contract documents from some other authorities have been used to improve and enhance the contract. The procurement strategy for the contract is attached in Annex 3 (EXEMPT) and the draft proposed service specification for the new contract is set out in Annex 4 (EXEMPT).

33. Work on the procurement of the contract is being undertaken by a project team including waste management, procurement, financial, legal and project management expertise. Corporate project and risk management guidance is being utilised to ensure effective planning and delivery of the project to the required timescales and identify and manage risks. The project is also being delivered in accordance with corporate procurement policy and the new commercial operating model. The team meet on a regular basis and report to appropriate levels in the organisation.

Sustainability Implications

34. The nature of the services being procured will assist in achieving sustainable outcomes across Oxfordshire. The HWRCs focus is on recycling and composting and diversion of residual waste for energy recovery. They already achieve very good recycling and composting rates. This is in line with managing waste according to the waste hierarchy and the Council's commitment to policies in the Oxfordshire Joint Municipal Waste Management Strategy, for example, Policy 4 Achieving a recycling and composting rate of at least 65% by 31 March 2020.
35. The procurement process will help facilitate more re-use activities on site, potentially using third sector and social enterprise involvement. This will divert more waste from landfill and enable goods to recirculate in the economy longer. It can also support the aims of the third sector organisations such as: providing meaningful work, volunteering, training opportunities and skills development, or raising money for charitable work.
36. In addition approximately 95% of all Oxfordshire's municipal residual waste is now diverted from landfill to energy recovery at the Ardley Energy Recovery Facility, creating enough electricity to power 38,000 homes and reducing emissions of methane. Methane is a greenhouse gas emitted by landfill sites and is twenty times more powerful than carbon dioxide.

Key Issues

37. Any delay in the decision making process creates significant risk to the timetable listed in paragraph 50 below. This could result in a contract not being awarded in time for the new start date of 1 October 2017. This in turn could lead to service interruptions until a new contractor is able to start operations as the existing contract has already been extended and cannot be further extended. This would risk significant negative publicity and reputational damage, including influencing potential bidders.
38. Any changes to the level of service experienced by residents at HWRC sites are likely to cause a high level of publicity. Any changes agreed would be implemented as part of the new contract and take effect from 1 October 2017. The proposed changes are designed to realise cost savings and/or create additional income and not cause significant knock on concerns, such as fly tipping. Implementation of service changes will be supported by a

communications plan developed in liaison with contractors and with support from the Communications Team.

Exempt Information

39. Annex 3 Procurement Strategy and Annex 4 Draft Service Specification are exempt. The public should therefore be excluded during consideration of Annexes 3 and 4 because their discussion in public would be likely to lead to the disclosure to members of the public present of information in the following category prescribed by Part I of Schedule 12A to the Local Government Act 1972 (as amended):

3. Information relating to the financial or business affairs of any particular person (including the authority holding that information);

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that disclosure would distort the proper process of open competition and would prejudice the position of the authority in the process of the transaction and the Council's standing generally in relation to such transactions in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

Financial and Staff Implications

40. A budget has been identified in the medium term financial plan for the revenue costs of managing the HWRC service. It is anticipated that contract costs may increase above existing levels through the procurement due to changes in the recycling market and low current commodity prices. This is an issue faced by all waste authorities procuring new contracts. Factors to mitigate any increases in costs through service changes are discussed above.
41. The cost of the current management contract is about £1.4m per year plus transport and disposal costs taking the total cost of the service to about £4.9m per year. A pressure of £445,000 pa has been included in the MTFP for potentially increased operational costs from 2017/18.
42. The procurement will seek to manage potential cost increases and secure an affordable service. Savings or income is expected to be realised through the procurement process from the proposed service changes as follows.

Proposal	Methodology	Savings	Income
1. Charging for non-household waste	Contractor accepts, manages and pays for transport and disposal of waste. Charge agreed by Council.	Council no longer pays for transport and disposal of waste. Income to the Contractor will offset the site management fee.	No direct income to Council

2. Re-use Items	Contractor diverts re-use items from residual waste and manages sale of items.	Avoided disposal costs on re-use items. Income to the Contractor will offset the site management fee.	No direct income to Council
3. Commercial Waste Service	Contractor operates commercial waste services.	Avoided disposal costs on commercial waste previously deposited as household waste. Income to the Contractor will offset the site management fee.	Some direct income to the Council through contract
4. Reduced Opening Hours	Contractor operates less hours.	Savings on staff costs passed on in reduced site management fee.	No income to the Council

43. The option of changing some sites to recycling only sites has been considered. This would mean that some sites would have no residual waste container and savings would be provided through the avoided costs of transport and disposal of residual waste. However, this proposal is not being proposed at the current time as the possible impacts are uncertain although it could be investigated further in the future.
44. The transition to a new contractor is likely to include the transfer of HWRC staff. Advice on TUPE has been sought from legal services and procurement colleagues and staffing information will be provided to bidders on request on a confidential basis in accordance with normal OCC practice to enable bidders to take TUPE implications into account in the tender process.
45. The procurement will be carried out using existing resources and no costs are anticipated for external advice or support.

Equalities Implications

46. Selling reusable items from sites and/or other locations makes goods available for sale at affordable prices. This helps those in the lower socioeconomic groups. Commercial waste management on sites helps small businesses and sole traders manage their waste locally and cost effectively.
47. Under the new contract the prices for non-household waste will be set by the contractor. However, the Council will ensure that the charges are reasonable and affordable to ensure waste services are accessible to members of the public and small businesses whilst ensuring that enough income is made to pay for the management of these wastes.

48. A Service and Community Impact Assessment was undertaken during the 2015 HWRC strategy consultation. This strategy recommended opening hours were reduced, which is reflected in an option proposed in the new contract. The changing of opening hours has the potential to have a differential impact on those of working age with shift patterns that do not match opening hours. However, sites will still be open for 'reasonable' hours including weekend opening. During the 2016 HWRC consultation the concerns expressed regarding shorter opening hours were with regard to congestion as opposed to access.
49. A frequent comment in both consultations was the impact or additional costs and time to journeys should HWRC services be withdrawn or reduced.

Next steps

50. The key milestones for the procurement and mobilisation are as follows.

Milestone	Date
Advertise contract	December 2016
Tender submission	March 2017
Tender evaluation	April 2017
Approval to award contract	May 2017
Mobilisation	June – September 2017
Current contract expires	30 September 2017
New service starts	1 October 2017

51. A plan for mobilisation and implementation of service changes will be developed with the existing and new contractor to ensure a smooth transition and continuous service delivery. This will include a communications plan that will be developed in liaison with the media and communications team.

Conclusion

52. The procurement of the HWRC management contract and proposed changes to the Waste Acceptance Policy are key to implementing the agreed HWRC strategy. It is essential to ensure continued service delivery after the expiry of the current HWRC management contract in September 2017. The procurement aims to manage cost pressures by providing opportunities for savings and income generation.
53. The procurement strategy and proposed changes to the waste acceptance policy are in line with HWRC strategy and the consultation responses support the proposals.
54. To enable the documents to be finalised before the contract is advertised, delegated authority is being sought for the minor editing of documents prior to advertising the contract and during the clarification stage of the procurement process. Delegated authority is also sought to finalise the Waste Acceptance Policy following procurement and the award of contract provided any changes

to the final policy and service are in accordance with the principles in the report.

RECOMMENDATION

55. The Cabinet is RECOMMENDED to

- (a) Agree the proposed changes to the HWRC Waste Acceptance Policy described in the report and the draft policy in Annex 2;**
- (b) Approve the procurement of the HWRC management contract on the basis of the service described in the report and the draft specification in Annex 3;**
- (c) Delegate authority to the Director for Environment and Economy in consultation with the Cabinet Member for Environment for;**
 - i) final editing of the service specification and Waste Acceptance Policy prior to and during procurement,**
 - ii) finalisation of the Waste Acceptance Policy following the procurement provided any changes are in accordance with the principles set out in the report, and**
 - iii) approval of the award of the HWRC management contract following completion of the procurement process.**

BEV HINDLE

Acting Director for Environment and Economy

Background papers: Nil

Annexes: Annex 1: Consultation Summary

Annex 2: Waste Acceptance Policy

Annex 3: Procurement Strategy

Annex 4: DRAFT Service Specification

Contact Officer: Andrew Pau, Strategic Manager for Waste and Transport
andrew.pau@oxfordshire.gov.uk, tel: 0776 8462499

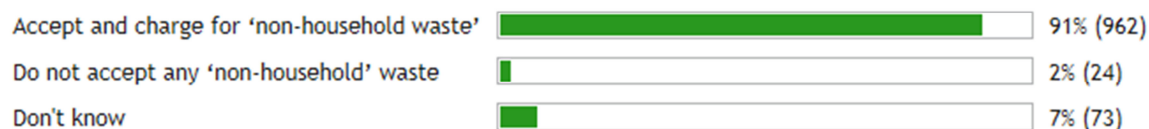
October 2016

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Annex 1 Public Consultation Summary

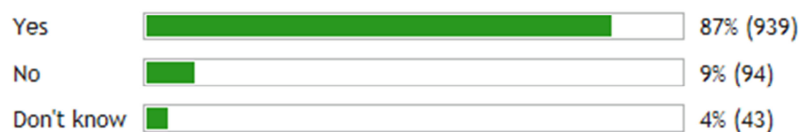
Question 1 - Non Household Waste

How should the Council save money on 'Non-Household Waste'?



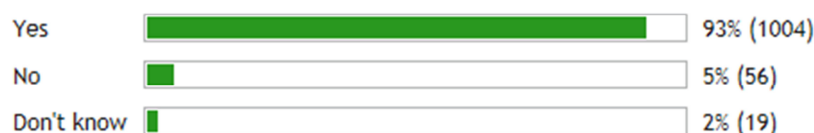
Question 2 - Commercial Activities

Should the Council allow commercial waste activities to occur on HWRC sites?



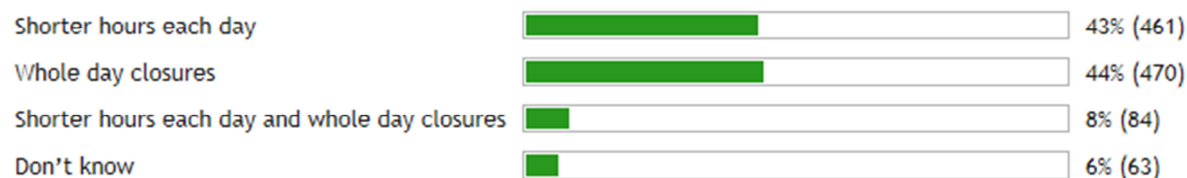
Question 3 - Reusable Items

Should the Council allow reusable items to be sold from HWRC sites?



Question 4 - Opening Hours

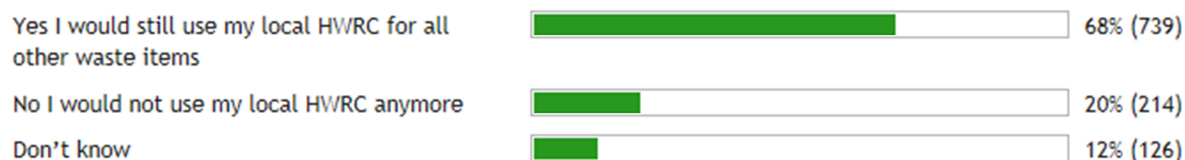
If there was a reduction in the number of hours HWRCs were open, what would be your preference?



Question 5 - Changing Services Provided at Different HWRC Sites.

Would you use your local HWRC if it no longer accepted refuse?

The site would still accept all other waste for recycling and composting.

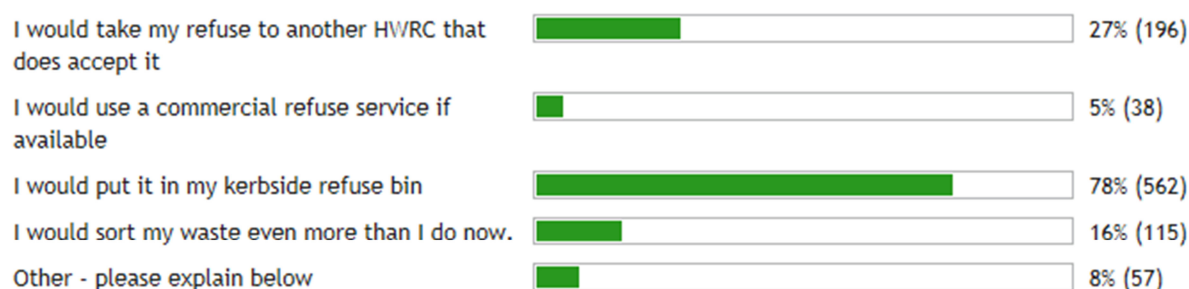


Question 5a - If residents answered

'Yes I would still use my local HWRC sites for all other waste items' (68%)

they were then asked the following question. Residents could choose more than one option.

5a. What would you do with your refuse?



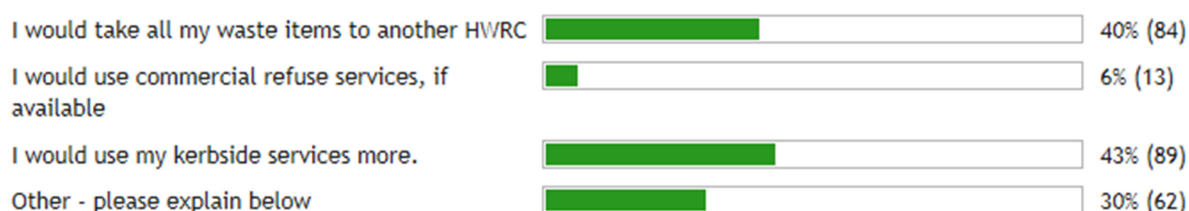
The most common other response was

Question 5b - If residents answered

'No I would not use my local HWRC anymore' (20%)

they were then asked the following question. Residents could choose more than one option.

5b. What would you do with all your waste items?

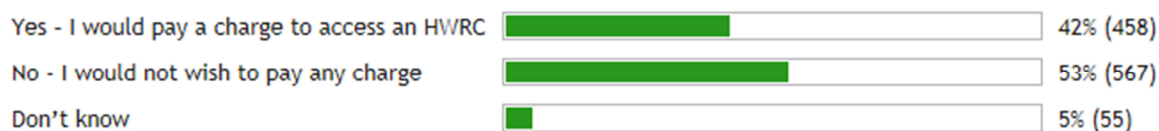


The most common 'other' response was

Question 6 - Charging to use HWRC sites

Legislation does not support the ability to charge residents to use the HWRCs to deposit their household waste. However, the Council asked resident's opinion if legislation allowed it.

If legislation allowed, would you pay a charge per visit to use a HWRC? This charge would cover all household waste in your vehicle.



If residents answered:

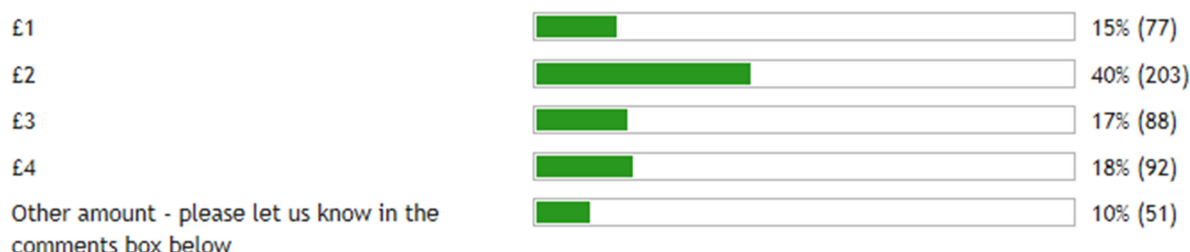
'yes- I would pay a charge to access a HWRC' (42%)

They were then asked the following question.

6b. What would you consider paying to use HWRC Sites?

This question is for information gathering purposes only. At the present time, the Council cannot charge residents to use HWRCs

If there was a charge to access HWRC sites, what do you think would be a fair price to pay per visit?
This charge would cover all household waste in your vehicle.



Question 7 - Would you like to make any other comments regarding this consultation?

519 residents/groups answered this question via the consultation portal and 20 residents/groups emailed their comments directly to Council. 983 comments were identified as residents made several or more different comments about the consultation.

The following themes were identified as being common comments from residents.

1. Concerns
2. Ideas or suggestions
3. Objections.
4. HWRC's in general
5. Consultation
6. Other

1. Concerns

Concerns- Site Closures	%	#
Concerned that site closures will cause fly tipping	12	63
Concerned that site closures will mean that alternative sites will need to be used - increased journey times/fuel costs	4	23
Site closures would cause difficulty for the elderly and disabled users	1	7
The area is getting more built up so cannot afford site closures	4	14
Site closures will lead to a reduction in environmental performance (eg reduced recycling, more pollution/landfill, more congestion)	13	68
Total	33	175

Concerns- Proposed Changes	%	#
Concerned proposed changes will mean that alternative sites will need to be used - increased journey times/fuel costs	1	3
Proposed changes will lead to a reduction in environmental performance (eg reduced recycling, more pollution/landfill, more congestion)	4	23
The area is getting more built up so cannot afford proposed changes	1	3

Proposed changes would cause difficulty for the elderly and disabled users	<1	1
Concerned proposed changes will cause fly tipping	33	173
Total	39	203

2. Ideas or suggestions

Ideas or suggestions	%	#
Introduce alternative opening times (incl. mid-week closures and specified opening times for commercial waste deposits)	5	24
Good idea to have HMRC's next to / attached to a supermarket	<1	2
There should be a mix of paid for and chargeable services/disposals	3	18
Should provide other services to generate income e.g. car valeting service, charity donation option	9	49
Image of the centres needs to be improved - less mucky, more social	<1	2
Would accept additional charges providing they were reasonable	7	39
Prefer it if the cost could be added to council tax	6	31
Provide a better / more varied kerb side collection service	5	24
More sites should accept different types of waste / refuse	2	8
Would prefer some sort of token / voucher system	1	3
Total	38	200

3. Objections

Objections	%	#
Do not change opening times	1	7
Do not agree with additional charges	8	40
Would only accept proposed changes if local HWRC remained open	<1	2
Do not agree with any closures / all sites should remain open	11	57
Please keep / do not shut Stanford	5	29
Please keep / do not shut Dix Pit	5	29
Please keep / do not shut Oakley Wood	6	33
Please keep / do not shut Redbridge	2	11
Total	38	208

4. HWRC's in General

HWRC's in General	%	#
A lot of HWRCs are badly designed (incl. bad queuing system, limited visibility, slow traffic flow, bad signage)	3	17
Existing sites are too far away - journey times and fuel costs	10	56
Total	13	73

5. Comments about consultation

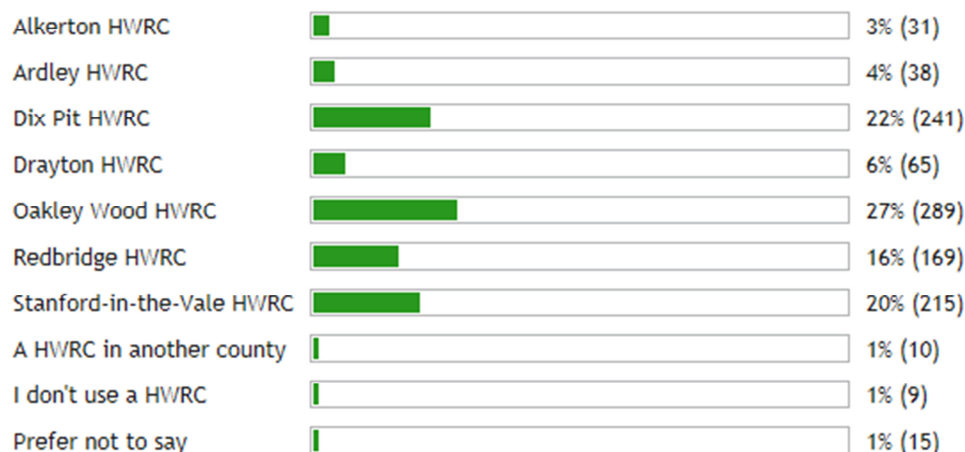
Comments about consultation	%	#
Consultation not being publicised enough / timing being short	3	17
Bemoaning survey / wording	10	53
Total	13	72

6. Other-

52 other comments were made. (10%)

Question 8 - About you

Which household waste recycling centre do you mainly use?



Statistically significant differences between HWRC users. (Statistical level-95%)

Q.1 Non-household waste- Stanford in the Vale HWRC users (95%) are statistically more likely to agree with accepting and charging for non-household waste than Alkerton (80%) and Oakley Wood (90%) HWRC users

Q1. Non-household Waste. Vale of the White Horse residents (95%) are statistically more likely to agree with accepting and charging for non-household waste than Cherwell (89%) and South Oxfordshire residents (89%) users

Q.2 Commercial Activities. Alkerton HWRC users (71%) are statistically less likely to allow commercial waste activities than Ardley (95%), Dix Pit (86%), Drayton (89%), Redbridge (90%) and Stanford in the Vale (92%)

Q.3 Reusable Items. Drayton HWRC users (85%) are significantly less likely to allow reusable items to be sold from sites than Ardley (100%), Dix Pit (96%) and Oakley Wood (93%) users.

Q.3 Reusable Items. West Oxfordshire residents (97%) are significantly more likely to allow reusable items to be sold from sites than Oxford City (89%), SODC (92%) and VOWH (91%) residents.

Q.5 Alternative Services. All other HWRC users were statistically more likely than Ardley HWRC users (50%) to use their HWRC if it no longer accepted refuse.

Q. 6. Paying to access a HWRC. Stanford in the Vale HWRC users (52%) are significantly more likely to pay a charge to access an HWRC (if legislation allowed)

than Alkerton (32%), Ardley (32%), Drayton (37%), Oakley Wood (42%) and Redbridge (32%) HWRC users. (Dix Pit 47%)

13 of the 17 comments concerning 'not being enough publicity about the consultation' and 'the timing being too short' were from Oakley Wood residents

Responses from:

Parish Councils:

Aston, Cote, Shifford & Chimney Parish Council
Astons and Deddington Parish Council
Banbury Ruscott CDC/BTC Banbury Calthorpe OCC
Benson Parish Council
Bloxham Parish Council
Bourtons Parish Council
Brize Norton Parish Council
Cassington Parish Council
Chadlington Parish Council
Charlbury Parish Council
Cholsey Parish Council
Crowmarsh Parish Council
Drayton St Leonard Parish Council
Dorchester Parish Council
Duns Tew Parish Council
East Hendred Parish Council
Harpsden Parish Council
Headington & Quarry Parish Council
Hinton Waldrist Parish Council
Horley Parish Council
Kennington Parish Council
Middleton Stoney Parish Council
South Stoke Parish Council
Stonesfield Parish Council
Taynton Parish
Uffington Parish Council
Wroxton & Hook Norton Parish Council

Parish Councillors:

Childrey Parish councillor
Shrivenham Parish councillors (2)
Littlemore Parish Councillor
Wroxton & Hook Norton Division

Town Councils:

Wallingford Town Council

Districts:

South Oxfordshire and Vale of the White Horse District Councils

Annex 2 Draft Waste Acceptance Policy



Oxfordshire County Council Waste Management Group

Household Waste Recycling Centres - Waste Acceptance Policy

Version 5 - Draft September 2016

Date	Version number	Summary of update
March 2012	2	To reflect Van and Trailer Permit Scheme review
December 2012	3	To reflect minor changes to the policy
October 2014	4	To reflect periodic policy review, transition to Van and Trailer e-Permit Scheme, Energy Recovery Facility contract
September 2016	5	To update the policy for the new HWRC contract starting 01 October 2017

Waste Management Group
Commercial
Directorate of Environment & Economy
Oxfordshire County Council



Alternative formats of this publication are available on request. These include other language, large print, Braille, computer disk or email.

**Oxfordshire County Council
Waste Management Group**

**Household Waste Recycling Centres -
Waste Acceptance Policy**

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i. Introduction

1. Under Section 51 of the Environmental Protection Act, Oxfordshire County Council (OCC) has a legal duty to provide Household Waste Recycling Centres (HWRCs) for Oxfordshire residents.
2. OCC currently provides seven HWRCs across the county which are managed by private contractors (see Annex 1). Any strategy reviews that materially affect this document will be subject to a policy review (periodic or extraordinary).
3. This policy document has been developed for HWRCs with the following aims:
 - To control waste disposal costs to council tax payers by seeking to prevent the illegal use of HWRCs by traders and to prevent the depositing of commercial waste (also known as trade waste) as household waste.
 - To maximise re-use, recycling, composting and recovery.
 - To protect the health and safety of site staff and householders.
 - To maximise operational efficiency at the sites – in order to minimise waiting times and facilitate safe and efficient working practices.
 - To help protect the environment – by complying with all relevant legislation related to the disposal of waste.

ii. Disclaimer

1. The contents of the policy are correct at the time of writing, and document control dates are shown on the front page of this document. However, OCC reserves the right to amend the policy at any time.
2. Where charges apply for the acceptance of certain types of waste (i.e. DIY and tyres), these charges are subject to periodic review.

iii. Household Waste Recycling Centres - Users

1. The primary purpose of HWRCs is to provide a facility for Oxfordshire householders to deposit certain waste materials that may not otherwise be taken by the routine collection services provided by Waste Collection Authorities (WCA).
2. HWRCs are provided for the use of householders resident in Oxfordshire for the re-use, recycling, composting, recovery and disposal of their own household waste.
3. As an exception and at its absolute discretion, OCC may allow the disposal of household waste by an individual depositing on behalf of a friend or neighbour (resident in Oxfordshire), who is unable to transport the waste themselves, and who the depositor is helping on a voluntary basis. In this instance the depositor may be asked to complete a Declaration of Household Waste Form verifying that the waste is not commercial waste.

4. The household waste containers at HWRCs **ARE NOT** provided for the disposal of commercial waste.
5. Commercial waste comprises waste produced by a business or commercial activity even if this takes place within a home. For example, waste is not accepted if its collection and disposal form any part of a business type arrangement as this constitutes a commercial activity and hence commercial waste (see Policy Statement 5).
6. Landlords should note that waste produced from properties that are rented out and disposed of by, or on behalf of the landlord, is classed as commercial waste and as such must be disposed of via a legitimate commercial waste collection/disposal provider.
7. Waste generated by a business operating from home is also viewed as commercial waste and as such individuals must arrange a commercial collection.
8. The HSE guidance recommends that no more than 25kg should be lifted by an individual at a time as this reduces the risk of injury. The onus is on customers to ensure they can lift and carry their own items from their vehicle and place in the containers. Where appropriate, such as helping a customer with a disability, site staff will assess the load based on individual lifting capacity.

iv. **Household Waste Recycling Centres – Access**

1. There are restrictions on certain types of vehicles that may enter HWRCs for health & safety and operational reasons. Additionally there is a need to restrict access of commercial type vehicles and of trailers of a certain size to prevent unauthorised use of the HWRCs by trade persons or commercial enterprises. Oxfordshire County Council operates a Van and Trailer e-Permit Scheme. The terms and conditions of the scheme are included in Policy Statement 2 of this document.

General access conditions

2. Pedestrian access is not permitted onto any of Oxfordshire's HWRCs. This is because there are currently no segregated walkways to enable pedestrians to safely enter and exit the sites. This may be reviewed in future developments and site refurbishments should opportunities arise.
3. The opening hours of the HWRCs are detailed on the Council's website. The sites may close early on Christmas Eve and New Years Eve by arrangement and the Council's website will be updated accordingly.
4. Householders arriving on site before the closing time will be permitted entry and allowed to deposit their waste. Householders arriving after closing time will not be permitted entry.
5. Depositing waste outside the gates or on the access road to an HWRC site is fly-tipping and as such may be subject to enforcement action.

6. Visitors to the HWRCs must comply with the site rules and this Waste Acceptance Policy. Site rules are detailed later in this policy document.

v. **Household Waste Recycling Centres - Types of Waste**

1. HWRCs are primarily for the re-use, recycling, composting and recovery and disposal of household waste. Some non-household wastes will also be accepted at an appropriate charge.
2. The Redbridge HWRC also has a privately operated commercial waste recycling and disposal facility. Commercial and other non-household waste is accepted and charged for at this facility.
3. HWRCs will only accept household waste in the household waste containers of the type and amount associated with the conventional production from a household.
4. Individuals attempting to deposit large quantities of materials or items suspected to be commercial or non-household waste will be challenged by site management staff. Site staff may ask the depositor to complete a Declaration of Household Waste Form to confirm that the waste is household waste from their own home.
5. If there are reasonable grounds to believe the depositor is operating in a business capacity or their waste is not household waste, that person may be refused access to deposit their waste in the household waste containers. That person may be able to use the non-household waste containers, at an appropriate charge, given advice or directed to leave the site.
6. Refusing to complete a Declaration of Household Waste Form fully, if requested, may result in an individual being refused access to deposit waste.
7. OCC and its site management contractors share information given on Declaration of Household Waste Form (or any other relevant information taken on site) with Waste Collection Authorities, who may instigate action via the Council Enforcement Officers.
8. A wide range of recyclable materials are collected at Oxfordshire HWRCs. Site staff will encourage customers to separate out their wastes and make full use of the re-use and recycling facilities to minimise the amount of residual waste deposited.

vi. **Further Information**

1. The Council shall make available to site visitors a range of information on various aspects of Council policy and general recycling advice. Where appropriate, site staff will draw the visitors' attention to the availability of such information.
2. Further information about HWRCs and re-use, recycling, composting, recovery and disposal is also available via the Council's web site at www.oxfordshire.gov.uk/waste, by calling 01865 816043 or by using the online enquiry form <https://www.oxfordshire.gov.uk/cms/content/contact-waste-management>

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 1: Maximising Re-use, Recycling, Composting and Recovery

1. Oxfordshire County Council and its contractors are committed to seeking to maximise opportunities for re-use, recycling, composting and recovery at HWRCs through the following means:
 - Provision of separate containers for a wide range of different materials and a re-use area where items for re-use can be placed.
 - Recycling containers and re-use areas will be kept clean, available and accessible at all times.
 - Clear signage showing which materials can be placed in each container to help customers to sort their waste and to ensure the correct material is placed in the correct container.
 - Site staff to provide encouragement and advice about separating materials on site.
 - Information about recycling is available online at www.oxfordshire.gov.uk/waste or by using the online enquiry form <https://www.oxfordshire.gov.uk/cms/content/contact-waste-management>
 - Offering telephone advice about re-use and recycling on 01865 816043.
2. In order to maximise recycling rates at HWRCs, it is requested that householders sort all waste into the correct containers for recycling on site. Pre-sorting materials before visiting the site will make visits easier and quicker and more effective.
3. In order to recycle as much as possible, and to ensure waste is deposited appropriately in accordance with legislation, site staff may either ask residents to open sacks during their visit, or may open sacks and sort the waste after it has been deposited. Only waste that is not able to be recycled elsewhere on site should be placed in the general waste container.
4. Residual waste collected in the general household waste container at the HWRCs is sent to the Ardley Energy Recovery Facility where it is burnt to generate electricity. Bulky items are collected in the bulky household waste container and this waste is currently sent to landfill. Information on what is accepted in each of these residual waste containers is available at the HWRCs and the deposit of waste will be supervised by site staff.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 2: e-Permit Scheme

Oxfordshire County Council's Van and Trailer e-Permit Scheme.

e-Permits

1. Householders who use a commercial-type vehicle or trailer of a certain bed length to dispose of their household waste will need to apply for a free permit in order to enter a Household Waste Recycling Centre (HWRC).
2. The electronic permit (e-Permit) system brings significant benefits to customers and the council as it improves the service offered to the customer and simplifies the operation and administration of the scheme by site staff and council officers.
3. Each e-Permit allows 12 visits in total per 12-month period. A householder can choose when to use the visits, i.e. all in one month or spread over the year.
4. An e-Permit will automatically be renewed on its 'anniversary date' with the visits reset to 12 regardless of how many had been used. This is to remove both the administration burden at the end of the 12 months and the need for e-Permit holders to renew their permit. e-Permits do not automatically expire unless they have not been used for 24 months.
5. The e-Permit applies to vehicle or trailer access to the HWRC and not the type of waste being carried. Therefore, site staff have the right to turn away a vehicle if it is suspected of carrying commercial waste, or to ask for a Declaration of Household Waste form to be completed.
6. Only one e-Permit will be approved per address; if a household has more than one commercial-type vehicle they will have to decide which vehicle is most suitable for their use. There is no distinction made between which householder drives the vehicle. Commercial-type vehicles cannot be used to tow a trailer of any length.
7. Householders may register two vehicles for each trailer application. This will still allow no more than 12 visits per household, but increase the number of cars that can be used. The householder will need to request a second vehicle to be added and a bespoke permit will be issued. The permit will have a note box added for a second registration number.
8. The Council reserves the right to revoke a permit under any circumstances. In particular, the Council may revoke the permit of any vehicle used in connection with any breach of the rules and requirements of this Policy Statement 2 or Policy Statement 12 (Site Rules Enforcement).

Terms and Conditions

9. The terms and conditions of the e-Permit scheme are available on the Council's web site. Permit holders are required to understand, accept and comply with the terms and conditions of the scheme at all times.

Vehicles that require an e-Permit or are not allowed to use the HWRCs due to size constraints

10. Table 1 below details the vehicles that either do not require an e-Permit, require an e-Permit, or are not allowed to use the HWRCs due to size constraints. The scheme will not affect the vast majority of site users who use passenger cars to visit the sites.
11. The HWRC's have vehicle size restrictions in place due to manoeuvrability and health and safety considerations. Please note that we are unable to list each type of vehicle that is required to register for an e-Permit or is able to use the sites. Users of modified or bespoke vehicles, or where it is not clear if an e-Permit is needed or not, should contact the Council to seek clarification.

Table 1: Vehicles that do not require an e-Permit, require an e-Permit or are not allowed access

Vehicles that will not require an e-Permit	Vehicles that will require an e-Permit
Cars	Any van that falls within the size requirements stated below: <ul style="list-style-type: none"> no larger or longer than a long wheel base transit van – 5.8m weigh up to and including 3.5 tonnes when fully laden
4X4's (excluding pickup 4x4's with an open back or separate cab)	4x4 pickup trucks with an open back or separate cab, closed rear sides and no seating throughout.
People carriers	Trailers over 1.8 metres or 6 feet but less than 3 metres or 10 feet in length
Trailers with a bed length up to 1.8m	Horseboxes: two horse trailers, 1.8 to 3 metres (6 to 10 feet) in total length
Mini buses up to and including 3.5 tonnes laden and no longer than 5.8 metres. (Note: Minibuses are not allowed to tow trailers onto the HWRC sites)	
Camper vans – camper vans up to 5.8m (Note: Camper vans are not allowed to tow trailers onto the HWRC sites)	
Bicycles, motorcycles and quad bikes	
Vehicles which are not allowed to use any HWRC site	
<ul style="list-style-type: none"> Vehicles over 3.5 tonnes when fully laden (including mini buses) Commercial-type vehicles towing trailers Trailer with a length of over 3 metres or 10 feet 	

- Box and Luton vans
- Camper vans longer than 5.8m (the length of a long wheeled based transit van).
- Horseboxes over 3 metres or 10 feet in length/ carry more than 2 horses
- Tractors (there may be some concessions for those that are very small)
- Trailers towed by any vehicle other than a Car or quad bike

Horseboxes and trailers (including hired trailers)

Length of trailer bed	e-Permit required?
1.8 metres or less	No
6 feet or less	No
1.8 metres to 3 metres	Yes
6 feet to 10 feet	Yes
Over 3 metres	Not allowed onto HWRC
Over 10 feet	Not allowed onto HWRC

12. Householders who use horseboxes or trailers over 1.8 metres (6 feet) in length but less than 3 metres (10 feet) will be encouraged to visit the HWRCs during quieter periods. These are publicised on the Council's website and promoted during interaction with customers over the telephone, email and in person at HWRCs. Ramps cannot be used; waste should be unloaded via the side door.

Hired commercial-type vehicle or trailers

13. Commercial-type vehicles or trailers, hired by a householder to deposit household waste, for a period of three days or less are permitted to enter the HWRC without an e-Permit. The householder will be required to bring the hire purchase agreement and proof of address such as a current utility bill with them and present them to site staff upon arrival. The restrictions on the vehicle sizes, weight, trailer length and operating of mechanical functions' still apply.
14. For vehicle or trailer hire periods over 3 days, the vehicle will not be allowed to enter the HWRCs and the customer should apply for an e-Permit.

Towing a trailer with a commercial-type vehicle

15. No trailers (regardless of size) are allowed to be towed onto site by anything other than a Car or quad bike.
16. Certain commercial-type vehicles are available in different models which may be the same size as a commercial-type vehicle as defined within the policy, but would not require an e-Permit under the conditions of the scheme. For example, they will have rear seats and/or windows (unlike a commercial-type vehicle that would require an e-Permit). Due to health and safety considerations around manoeuvrability, these vehicles may not be able to tow a trailer. This will be assessed on a case by case basis and householders will be contacted after applying for an e-Permit.

Householders who arrive at site in a commercial-type vehicle or towing a trailer without having applied for an e-Permit

17. A common sense approach to the scheme will be taken. Householders without an e-Permit registered for their commercial-type vehicle or their trailer who didn't know about the scheme may be granted a 'grace' visit. Site staff will record the registration number, request that the householder complete a Declaration of Household Waste Form and advise the householder to apply for an e-Permit. Upon receipt of the application the system will match up the grace visit to the vehicle and deduct a visit. Should a householder not subsequently apply for an e-Permit and again arrive on site, they will be challenged and may be refused access until they have completed an e-Permit application.

The use of tipping mechanisms, tail lifts or ramps on site

18. The use of ramps and/or tipping mechanisms is banned on site. Any commercial-type vehicle or trailer which falls within the size restrictions (see Policy Statement 2), can use the site with an e-Permit, but cannot operate either a ramp or any mechanical function whilst on site, whether this is tipping or a tail lift mechanism.

Non Oxfordshire residents

19. e-Permits will only be granted to Oxfordshire residential households.

Declaration of Household Waste Forms

20. Declaration of Household Waste Forms will continue to be used where the site staff cannot distinguish whether the waste is the result of commercial or domestic activity. Records will be maintained and will continue to be shared with the City and District Councils in case any future enforcement action is required.

Excess garden waste

21. It is acknowledged by the Council that some properties in Oxfordshire have large gardens.
22. The Council strongly advocates home composting and promotes the use of district council kerbside garden waste collections where available.
23. Where there is a need for additional visits to deposit garden waste, an additional 6 visits will be granted for garden waste only. This would allow up to a once a fortnight visit during the peak gardening season. Residents should contact the council to arrange these additional visits.

Householders who do not have, or choose not to use their kerbside collection provided by the Waste Collection Authority (WCA)

24. Householders would need to provide details of their opt-out from the kerbside collection services. The Council would contact the relevant district council for confirmation. Upon receipt of satisfactory evidence, the Council will provide the equivalent number of visits to the householder as they would have received via a kerbside collection, which for all areas within Oxfordshire would be equivalent to once a fortnight or 26 visits in any 12-month period.

25. Householders would still be required to complete an e-Permit application and to declare it is solely for the disposal of their household waste. The Council would reserve the right to revoke the e-Permit if it was proven that commercial waste was being deposited.

Tractors and quad bikes

26. The typical size of a tractor does not allow for its safe movement and parking on the HWRCs, especially on smaller sites and it is not reasonably practicable to run the scheme by exception. Therefore tractors are not permitted onto the HWRCs in Oxfordshire. The Council would consider making a concession in cases where the tractor is exceptionally small and is the householder's only vehicle and it would remain the responsibility of the householder to contact us in advance. A tractor would not be allowed to tow a trailer.
27. Quad bikes are allowed onto the HWRC. They can tow a trailer but the same rules governing the use of trailers apply.

Procedure for Ministry of Defence (MOD) bases and property

28. Householders living on a MOD base or property are required to apply for an e-Permit if they own a commercial-type vehicle or a trailer with a bed length between 1.8m - 3m (6ft - 10ft) and wish to visit the HWRCs.
29. In circumstances such as service personnel being sent away on duty on short notice, the council will accommodate this as far as possible and authorise time limited access to a HWRC. Customers should contact the Waste Management Group in order to arrange this.

Procedure for Taxis

30. Waste legislation states that as a waste producer you have a duty of care to pass your waste to a suitably licensed carrier, or take it to a permitted site.
31. Therefore, when householders have waste to take to a HWRC they are classed as waste producers and can hire a taxi to take them and their waste to a HWRC. The waste producer then passes the waste to a suitable permitted facility (the HWRC).
32. Householders cannot pass waste to a taxi driver to take to any site (including HWRCs) without travelling in the taxi with the waste themselves. The taxi is not a licensed waste carrier and therefore cannot legitimately be passed the waste by the householder.
33. Taxis are able to access HWRCs without an e-Permit, as long as they have the person who produced the waste (the householder who is paying the fare) in the vehicle with them. If they do not have the waste producer with them, they will be turned away.
34. If the taxi has waste from their own house, (and therefore the taxi driver is the one who has produced the waste, and they are not carrying a passenger) then they will need to complete a Declaration of Household Waste Form on each visit.

35. Larger taxis that have been adapted for disabled use are designed to carry people rather than goods and are not classed by the council under this scheme as commercial-type vehicles. They do not need an exemption letter to enter site, but need to follow the above guidelines depending on if they have the waste producer with them.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 3: Disposal of Waste by Charities and Other Eligible Organisations at Household Waste Recycling Centres

1. Under the Controlled Waste Regulations a number of organisations (including charities) may be eligible to dispose of household type waste at HWRCs. This may be subject to change in the future.
2. These organisations are still subject to the HWRC vehicle restrictions as set out in Policy Statement 2 and, in addition, need to apply for a charity permit before using the HWRC.
3. Please contact the Council on 01865 816043 or use the online enquiry form <https://www.oxfordshire.gov.uk/cms/content/contact-waste-management> to receive details of how to apply for a permit under this scheme.
4. Charities should also check with the Environment Agency to see if a Waste Carriers License is also required.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 4: Acceptance of “Do-It-Yourself” Type Waste (DIY waste)

1. Under the Controlled Waste Regulations 2012, waste that is generated through building or renovation work (construction and demolition), including waste arising from preparatory works for such construction or demolition works, is classified as industrial waste, not household waste, even if it is generated by the householder in their home. This waste is commonly referred to as ‘DIY’ waste and the Council does not have a duty to provide a free disposal point for such waste.
2. The Council therefore seeks to carefully control the deposit of this type of waste at HWRCs for the following reasons:
 - To control costs to council tax payers – construction and demolition waste tends to be a particularly heavy material. As waste disposal and processing are predominantly paid for by weight there would be a significant financial burden passed on to all council tax payers.
 - To prevent the illegal use of the sites by traders.
 - To reduce congestion and improve health and safety on the HWRC sites – large volumes of DIY waste delivered loose to site take much longer to unload than ordinary household and recyclable wastes, and reduce capacity on site.
3. Examples of this type of waste include those listed in Table 2 below.
4. The Council’s site management contractors will be required to accept DIY waste and an appropriate charge will be made for this waste. DIY waste will not be accepted in the household waste containers and separate containers will be provided. Details of the contractors’ arrangements for the acceptance and charging for DIY waste are available on the Council’s website.

Table 2: Examples of DIY waste

Bath	Water tank	Window frame
Toilet Pan	Standard door	Roofing felt and tiles
Cistern	Kitchen unit (wall or floor)	Wash basin or kitchen sink
Kitchen Worktop	Plasterboard	Soil and rubble and other inert waste
Shower door or shower tray	Radiator	Guttering and drain pipe

5. **Alternative Disposal Methods:** Householders with more DIY waste than can be accepted under the charging scheme must make alternative arrangements for disposal. Options may include:

- Hiring a skip or hippo bag
 - Employing a licenced waste contractor
 - Using a public weighbridge at a commercial waste disposal or recycling facility.
 - Using the weighbridge at Redbridge
 - Enquiring whether their local waste collection authority provide a suitable collection service
6. Householders are reminded of their 'Duty of Care' with regards to disposal of their waste. Householders should note that, if arranging alternative disposal, it is their responsibility to make any necessary arrangements and cover costs of disposal.

Duty of Care (Householders)

If you arrange for someone to take away any of your waste, you are required to take reasonable steps to ensure that the person or company you are handing the waste to is legally authorised to take it, transport it and dispose of it safely.

For this, they need to be registered as a licensed waste carrier. You can check the list of registered waste carriers at: www.environment-agency.gov.uk or by calling 08708 506 506. It is prudent to keep a record of the waste carriers details including vehicle registration.

If your waste is fly tipped and you did not check you could be liable for a fine of up to £5000.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 5: Commercial Waste

1. HWRCs in Oxfordshire are provided primarily for the re-use, recycling, composting, recovery and disposal of waste from Oxfordshire residents own homes only.
2. All businesses and commercial operators have a legal responsibility to ensure that business waste is stored, transported and disposed of without harming the environment. This is called a Duty of Care.
3. The Council's HWRC management contractors have a contractual duty to challenge site users to establish the source of waste arriving at a HWRC. Where there is sufficient reason to believe that waste is from a commercial source, site staff may ask for a Declaration of Household Waste Form to be completed and/or not allow that visitor to deposit their waste. The information supplied may be passed to the relevant District Council Enforcement Officers for investigation.
4. The Council's site management contractors may accept commercial waste and make an appropriate charge for this. Commercial waste will not be accepted in the household waste containers and separate containers will be provided. Details of the contractors' arrangements for the acceptance and charging for commercial waste are available on the Council's website.
5. Businesses and commercial operators are able to make their own arrangements for the collection and/or disposal of their waste either through their local Waste Collection Authority or via a legitimate waste management company. Further information to advise businesses and commercial operators of their obligations and possible methods for dealing with their waste can be found online at www.oxfordshire.gov.uk/waste.
6. The sites that are able to accept limited quantities of non-hazardous commercial waste for recycling and disposal may have a weighbridge. There is a charge for this service and it is run entirely by private contractors, including the setting and collection of charges.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 6: Hazardous Waste (Asbestos, Plasterboard and Engine Oil)

Asbestos

1. Ardley, Dix Pit and Redbridge HWRCs are able to accept **sheets of cement bonded asbestos**. Limits and procedures for dealing with this type of waste are in place to protect the health and safety of residents and site operatives. Further information on asbestos is available via the Health Protection Agency website at:
<https://www.gov.uk/government/publications/asbestos-properties-incident-management-and-toxicology>
2. A maximum of 8 sheets (size 6' x 4') or equivalent (such as one water tank) are permitted to be disposed of in any one visit. It is deemed that normal waste production rates from a domestic household would not exceed 8 sheets over a one month period. Beyond this a customer may be asked to fill out a Declaration of Household Waste Form, or advised to find alternative disposal routes.
3. Asbestos sheeting must be wrapped in accordance with HSE guidelines which are available on the HSE web site at:
<http://www.hse.gov.uk/asbestos/index.htm>
4. A summary of general advice and guidance is provided as follows:
 - wear a dust mask approved for asbestos;
 - wear disposable overalls and gloves;
 - keep other people away from the working area;
 - wet the material well with water containing a little washing up liquid; check that there is no potential for contact with electricity first;
 - always remove whole sheets or components; do not break them up;
 - double wrap all material in thick polythene (1000 gauge) and seal;
 - clean up all dust with a damp cloth and then seal it in a plastic bag whilst damp;
 - do not use a domestic vacuum cleaner as dust may pass through the filter.(This is for guidance **ONLY** and is **NOT** an exhaustive list.)
5. Before visiting a site to dispose of cement bonded asbestos the customer must first telephone giving 24 hours notice to ensure the site is able to accept it, as the containers have limited space. The customer's name, address and telephone number will be required by site staff. Contact numbers are available on our Asbestos webpage at:
<https://www.oxfordshire.gov.uk/cms/content/dealing-asbestos>
6. At the HWRC the customer should report to the site office and follow the directions of the site staff.

7. The customer will be responsible for removing the material from the vehicle and placing it in the skip. To avoid bags breaking, material must be placed in the skip carefully and not thrown in. Material cannot be accepted on sites if it is too big and/or cannot fit in the container.
8. If a person has used a contractor or trades person to remove the asbestos material it is the responsibility of that contractor or trades person to dispose of this correctly and as commercial waste (see Policy Statement 5). Before hiring anyone to deal with asbestos, it should have been established that they have the necessary Waste Carriers Licence from the Environment Agency.
9. Further advice may be sought by contacting the Council on 01865 816043 or using the online enquiry form at:
<https://www.oxfordshire.gov.uk/cms/content/contact-waste-management>

Plasterboard

10. Plasterboard and other gypsum wastes are not defined as household waste and therefore OCC are under no legal obligation to accept this material at the HWRCs.
11. Plasterboard can be accepted by the contractors at Redbridge, Dix Pit and Ardley HWRCs. A reasonable charge will be made for this waste. At the HWRC, customers are obliged to observe signage and follow the directions of the site staff to ensure plasterboard is placed into the correct container.

Engine Oil

12. Engine oil should be poured into the marked collection tanks at each HWRC. Used oil filters and oil containers should be deposited in the marked wheelie bins.
13. Oil should be presented at site in no more than 10 litre containers, due to the weight and the manual handling required to pour the oil into the tank.
14. A maximum of 25 litres of engine oil can be deposited per month.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 7: Hazardous Waste (chemicals, solvents etc)

1. Householders bringing chemicals to site must ensure that these are in sealed, undamaged containers. If the chemical is not in the original container and as such is not labelled, householders should clearly label the container according to their knowledge of the contents or the use of the product. In these cases site staff should be consulted before depositing. This is to help maintain the health and safety requirements of the site and aid the contractors in managing materials appropriately.
2. Householders must make site staff aware of any materials that may be considered hazardous. Site staff will then direct householders to the appropriate location for disposal.
3. It should be noted that items with the following symbol abbreviations cannot be accepted: C or “Corrosive” / E or “Explosive” / F+ or “Extremely Flammable” / F or “Highly Flammable” / O or “Oxidising”. Full descriptions of the symbol abbreviations present on packaging are available at:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300062/LIT_5426_WM2.pdf
4. Chemicals can only be accepted in the quantities associated with typical use within the home. Where a person is moving into a new home, the clearance of chemicals from garages and sheds is the responsibility of the previous owner.
5. Pharmaceuticals cannot be accepted on sites and should be returned to a pharmacy for safe disposal. Veterinary supplies also cannot be accepted and should be returned to a vets practice for safe disposal.
6. Ammunition, flares and fireworks cannot be accepted at HWRCs. Please contact the following for these wastes:
 - a. Ammunition - Thames Valley Police
 - b. Fireworks – Oxfordshire County Council, Trading Standards
 - c. Flares – Coastguard
7. Fire extinguishers can be accepted at HWRCs; however the following points must be noted:
 - All empty extinguishers must have their handles taped together;
 - Full/part-full extinguishers must have a safety pin in place;
 - CO2 extinguishers require a blanking cap if a swivel horn is not attached;
 - Extensively corroded extinguishers will not be accepted.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 8: Paint

1. A ban on liquids entering landfill came into effect in 2007 as part of the Landfill Directive. Liquid waste is also not permitted at the Energy Recovery Facility (ERF). Therefore HWRCs cannot accept the disposal of tins of liquid paint in the general waste container. The following rules must be adhered to depending on the type of paint tins presented:
 - Any empty and dry metal paint tins can be placed in the scrap metal container.
 - Any empty and dry plastic paint tins can be placed in the general waste container.
 - All water-based liquid paint must be made solid before visiting the site. This can be done by leaving the lid off, adding sand, soil, sawdust or paint hardener to the excess paint to ensure that it is not in liquid form. Any solidified tins of water-based paint can then be disposed of in the general waste container.
 - All **solvent** based liquid paint must be placed in the hazardous waste cabinets at the HWRC.
2. Householders must “solidify” tins of water-based paint using the above method before arriving at the HWRC. Householders attempting to dispose of tins of liquid paint will be refused permission by site staff with appropriate guidance for their next visit.
3. As paint is a difficult waste stream to dispose of, residents are advised to seek to minimise waste paint where possible. This includes minimising the quantities left over (by following guidance on amounts needed or coverage when purchasing) and seeking to facilitate re-use of any leftover paint in the community before disposal (for example by donating to a school, community group, or paint re-use project).
4. Further clarification can be sought by contacting the Council on 01865 816043 or by using the online enquiry form at:
<https://www.oxfordshire.gov.uk/cms/content/contact-waste-management>

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 9: Gas Bottles

1. Standard gas bottles (eg 15kg Calor gas bottles) remain the property of the provider and should be returned to a local supplier.
2. Standard gas bottles can be accepted at the HWRCs for re-use. Householders must make site staff aware of any gas bottles they bring to a site. Site staff will then direct householders to the appropriate location for disposal.
3. Gas bottles of any type (including helium, CO2 and LPG) cannot be accepted in the general waste containers at the sites. Contents of the general waste containers are taken to an ERF which cannot process gas bottles.
4. Helium canisters can be accepted in the metal skip **ONLY IF** the seal has been broken and the content discharged.
5. No other gas bottles of any type can be accepted in any of the recycling containers at the sites including the metal containers.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 10: Tyres

1. Tyres are not defined as household waste and therefore OCC are under no legal obligation to accept this material at the HWRCs.
2. Tyres can be accepted by the contractors at the HWRCs and a reasonable charge will be made for this waste.
3. The contractors may apply a restriction on the size of tyre that may be accepted. Details of this will be available on the Council's web site.
4. In order to discourage commercial tyre disposal at HWRCs, a limit has been put on the number of tyres that can be accepted to reflect that they are from a household source.
5. A householder can dispose of up to 5 car or motor bike tyres from a household source at an HWRC in any one visit. Visits to deposit tyres are limited to 2 per year.
6. HWRCs will not accept any commercial or industrial type tyres.
7. Tyres from a bicycle will be accepted free of charge. These should be separated from the bicycle and a maximum of 4 bicycle tyres may be deposited a month.

Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 11: Exchange of Goods at Sites

1. OCC supports the principle of re-use and recognises that being able to use items again is a better option than recycling them.
2. For operational efficiency, the exchange or sale of goods on site between individual householders is not permitted.
3. Once goods are placed in the containers or collection areas of the HWRC ownership of these goods passes to the Council's management contractors.
4. The Council encourages residents to consider whether their goods are in good condition and reusable before visiting HWRCs. Good quality and reusable goods can be directed to one of the many re-use organisations or charities located within the County or traded / exchanged privately.
5. Goods and items for re-use should be placed in the re-use area or container.
6. The re-use areas are run by the contractors and they are fully responsible for the items and goods collected for re-use and their onward management including sale. Items and goods may be sold from site where this does not interfere with the safe and efficient operation of the site. Items and goods may also be transported off site for sale at another location. Details of the contractors' arrangements for re-use are available on the Council's website.

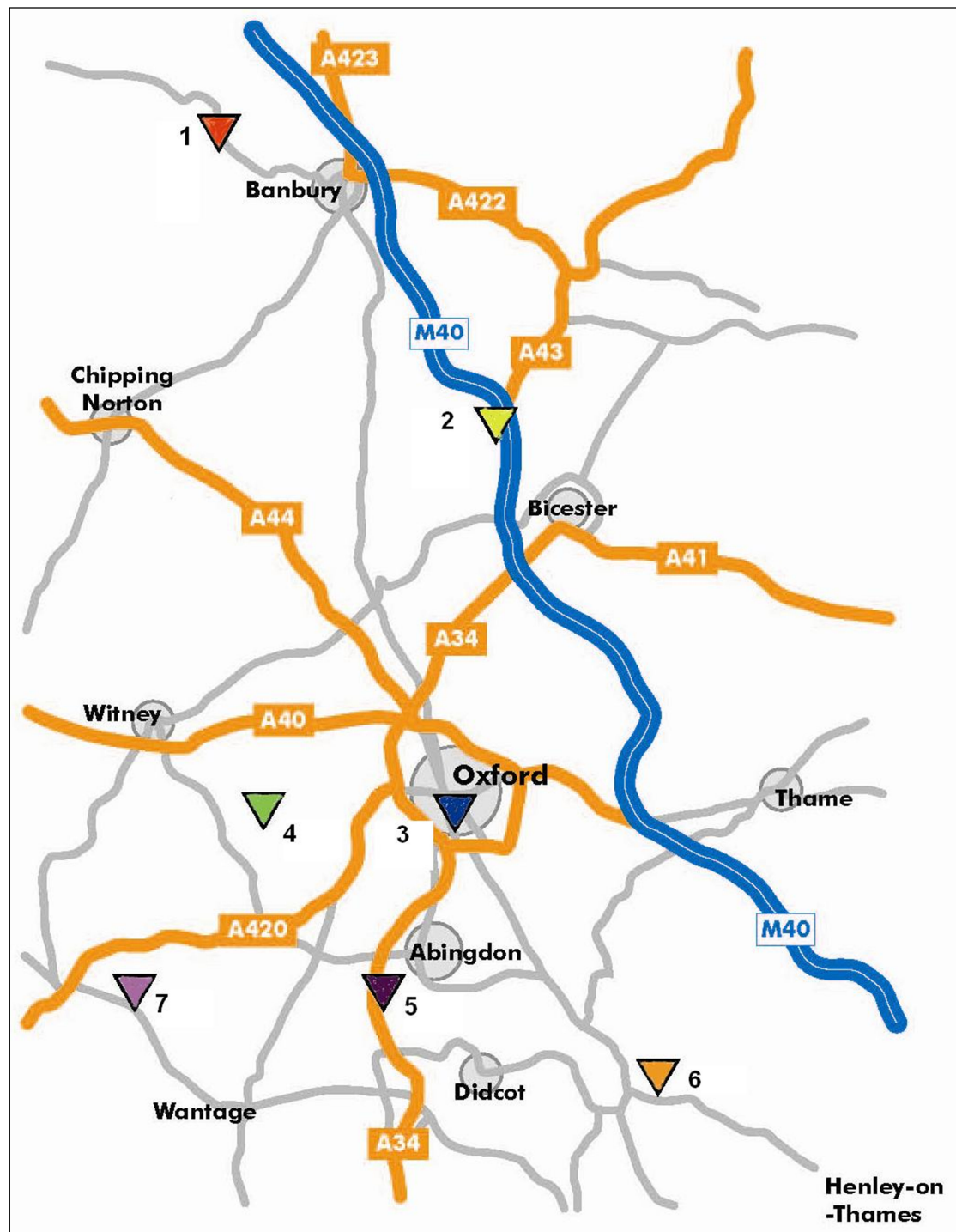
Oxfordshire County Council Household Waste Recycling Centres

Policy Statement 12: Site Rules Enforcement

1. **Health and Safety:** The Council and its site management contractors and staff shall operate the HWRCs in accordance with health and safety requirements, the Council's safety policy, and contractors' own health and safety policy and operational rules.
2. Any visitors to any HWRC must comply with all health and safety requirements, and must follow the directions of site staff in their application of rules. Failure to so comply may result in the person(s) being refused entry or directed to leave the site immediately.
3. One of the main risks to the health and safety of visitors on sites arise from traffic movements. Visitors must pay due care and attention, comply with speed limits and ask site staff if assistance is required when manoeuvring a vehicle. Whilst using the site, visitors should remain on any marked paths or walkways and not cross parking bays.
4. Visitors must follow all instructions from staff and on information signs.
5. Anyone under the age of 14 years and all animals must remain in vehicles at all times whilst on Sites. Any 'child' that is or may in the opinion of the site staff appear to be between the ages of 14 and 16 may accompany a supervising adult whilst that person is utilising the site to deposit waste.
6. No smoking will be permitted within the public areas of any HWRC.
7. Cars are parked at the customers' own risk.
8. Suitable footwear should be worn at all times. Gloves are strongly recommended for handling waste to prevent cuts and injuries.
9. Should a customer require assistance, they should alert a member of staff, either verbally or by sounding their vehicle horn.
10. Waste should be segregated for re-use or recycling as far as possible and be deposited in the correct container.
11. Verbal or physical abuse of staff is not acceptable and will not be tolerated. Visitors may be asked to moderate behaviour or to leave the site at the discretion of the site manager.
12. CCTV is installed at all HWRCs to help ensure the health and safety of all site users.
13. Further action may be taken in relation to any breach of either the site rules or the Waste Acceptance Policy more generally including reporting incidents to the police, revoking the e-permit for any relevant vehicle or banning abusers and/or the relevant vehicles from all of the HWRCs.

14. The Council shall fully support its contractors in their management of the site in relation to waste being deposited and interactions with site visitors where the actions of site operators have been reasonable and in accordance with the Council policy.
15. **Site Operations:** When any containers on site are being manoeuvred, emptied or compacted, customers may be asked to either wait to access the site or use certain/specific containers. Site staff shall monitor and engage with incoming visitors and where appropriate be proactive in advising waiting visitors of possible delays, requesting patience, and stressing the health and safety requirements on site that from time to time may cause delays in throughput of visitors.
16. **Exceptional Circumstances:** A site shall only be closed in exceptional circumstances, such as severe weather, serious health and safety risks, formal investigations, emergencies, in consultation with and ultimately with approval of, the Council. Any such closure shall be of as short duration as practicable and necessary and will be notified at the site and on the Council's website at the earliest opportunity.

Annex 1: Location and Addresses of Oxfordshire's HWRCs



1	Alkerton Household Waste Recycling Centre Stratford Road Alkerton Nr Banbury OX15 6HZ
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	(01295) 670648
2	Ardley Fields Household Waste Recycling Centre Ardley OX27 7PH (01869) 343459
3	Redbridge Household Waste Recycling Centre Abingdon Road Oxford OX1 4XG (01865) 721464
4	Dix Pit Household Waste Recycling Centre Linch Hill Stanton Harcourt OX29 5BB (01865) 880782
5	Drayton Household Waste Recycling Centre Steventon Road Drayton Nr Abingdon OX14 4LA (01235) 531281
6	Oakley Wood Household Waste Recycling Centre Old Icknield Way Crowmarsh Nr Wallingford OX10 6PW (01491) 837430
7	Stanford in the Vale Household Waste Recycling Centre Faringdon Road Stanford in the Vale SN7 8LD (01367) 718804

For all general enquires please contact Waste Management Group on 01865 816043 or use the online enquiry form at:
<https://www.oxfordshire.gov.uk/cms/content/contact-waste-management>

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Division(s): Oxford

CABINET – 22 NOVEMBER 2016

OXFORD WORKPLACE PARKING LEVY

Report by Acting Director for Environment & Economy

Introduction

1. This paper outlines the benefits of introducing a workplace parking levy (WPL) in Oxford, along with a timetable and costs for the work required to develop and implement a WPL.
2. Cabinet is recommended to approve the overall approach proposed, including the programme at Annex 1, as the basis for further work and to allocate £100,000 from reserves to the development of an outline business case by October 2017.

Background

3. The Oxfordshire Local Transport Plan (adopted July 2016) includes, as part of the Oxford Transport Strategy (OTS), proposals to manage car traffic levels in Oxford. This will complement improvements to public transport, walking and cycling required to support housing and jobs growth in Oxfordshire and improve the city's overall accessibility. Managing traffic growth and a step-change in sustainable travel will also be essential in helping to reduce transport-related noise and air pollution within the city.
4. The OTS proposes a number of traffic management proposals including a WPL, traffic access restrictions, and parking controls.
5. Road-user charging, including a congestion charge scheme, is not ruled out by the OTS. However the work carried out for the OTS raised a number of questions about the suitability of congestion charging for Oxford. Further evidence is therefore required to fully understand whether a congestion charging scheme is appropriate and how this could work in conjunction with, or independently of, a WPL. This work is to be undertaken during the remainder of this financial year resourced from existing Environment & Economy budgets and as part of a study that will also look in more detail at traffic access restrictions.

Workplace Parking Levy

6. A WPL would discourage car commuting and also provide additional revenue for transport improvements to manage growth pressures in the city and beyond.

7. In February 2016 the county council agreed, at a meeting of the full council, to *“a full review relating to a workplace parking levy looking at implications and with a view to implementation as early as feasible”*.
8. The only UK local authority to have implemented a WPL so far is Nottingham City Council. The Nottingham scheme came into effect in April 2012.
9. The powers to introduce a WPL are contained in the Transport Act 2000. Although a WPL scheme is developed, consulted on and implemented by the local transport authority, it must be approved by the Secretary of State for Transport. A WPL must be promoted, and income collected, by the Local Transport Authority (in Oxfordshire, the county council). A WPL is a charge imposed by the local transport authority on employers (not employees, although the employer can pass the charge on) for each liable commuter parking space within their site.
10. The last government (2010-2015) stated in December 2011 that it *“will require any future [WPL] schemes to demonstrate that they have properly and effectively consulted local businesses, have addressed any proper concerns raised and secured support from the local business community. This will make sure that future schemes will not impose a burden on business.”* This policy is, according to the WPL briefing note in the House of Commons Library, in alignment with the Conservative Party’s policy before the 2010 General Election.
11. Officers have asked the Department for Transport (DfT) for the current government’s position on future WPL schemes. Ministers have not recently been asked for a view on this. DfT have suggested that Oxfordshire work up a specific proposal which can then form the basis of discussion with DfT and consultation with ministers alongside the Cambridge WPL proposal, which is also currently being developed.
12. By law, net proceeds from a WPL are only available for the purpose of directly or indirectly facilitating achievement of local transport policies, as set out in the Local Transport Plan.

Benefits of a Workplace Parking Levy

13. The proposal for a WPL is central to the OTS and LTP and would support the delivery of LTP policies by:
 - Incentivising employers to reduce their car parking supply and/or incentivising employees not to drive to their place of work which would help to manage congestion especially at peak times.
 - Providing a substantial, predictable, locally controlled source of transport funding (which also levers in further private sector and government funding) to develop and deliver the major transport infrastructure and initiatives which are required to ensure Oxford and Oxfordshire’s economy, communities and environment grow and thrive.

14. In the absence of a WPL or similar funding stream (such as congestion charging), the ambitions of the OTS will not be deliverable in the timescales envisaged.
15. In Nottingham, WPL income (which currently amounts to around £9 million per year) has been focused on those elements of the transport strategy most strongly supported by the business community, and also able to be delivered locally:
 - Extending the existing tram network (NET Phase Two);
 - The redevelopment of Nottingham's railway station into a 21st century transport and business hub; and
 - Maintaining and improving the city's bus services including provision of sixty 100% electric buses intended to 'fill the gaps' not to be filled by trams or commercial bus services.
16. The benefits of these improvements and more can be linked directly back to the WPL, as they would not have been delivered without WPL income and the additional external funding it has levered in. Nottingham estimate that for every £1 raised by WPL, £3 of external funding has been levered in. This combined investment has in total delivered £10 of economic benefit to the city per £1 raised by WPL. Running costs are covered by the charge but are minimal at less than 5% of the revenue raised.
17. Preliminary evaluation results of the Nottingham WPL are now showing a positive improvement in congestion with no deleterious effect on the local economy.
18. To realise the full potential of a WPL, Oxfordshire will need to deliver a similarly ambitious and visionary package of transport improvements with local and regional benefits. The council has already adopted a highly ambitious OTS, including:
 - Rapid transit lines connecting all major employment areas in the city to P&R sites and the county towns
 - Five New outer P&R sites, and extensions to two existing sites, doubling the city's P&R capacity
 - A comprehensive redevelopment of Oxford station including additional platforms, track, new building and interchange facilities.
 - Reintroduction of passenger services on the Cowley branch line
 - A zero emission zone to dramatically reduce pollutant emissions in the city
 - Super cycle routes, premium cycle routes, and public realm improvements in the city centre and district centres
 - Smart City transport initiatives, including fully integrated ticketing systems

19. The council has already stated its willingness to keep the OTS under review as Local Plans across the county emerge. In addition, there will be a need for further consultation with employers to better understand their expectations, needs and priorities from WPL-funded measures. There will also be a need to consider changes to planning policies (in particular parking requirements for new planning applications) to complement the levy, and the county council will need to work with the city council on this as part of the preparations for Oxford's new Local Plan.
20. Employers liable to pay for the WPL will need to be engaged in the development of the details of the scheme and will also need support in understanding the implications for each individual employer and employee. Using opportunities to better manage workplace parking and implement travel plans will also be important.
21. The income from an Oxford WPL scheme could vary substantially depending on the charge level, the size of the charging area, and any exemptions. Until a specific proposal is put forward, it is therefore very difficult to say how much an Oxford WPL would generate.
22. For example, In Nottingham, employers with 10 spaces or fewer are exempt and do not pay WPL charges. Similar exemptions may well be appropriate for Oxford, and this will need to be considered in the outline business case.
23. The main options for the size of the charging area are:
 - i. Oxford city centre only (the "transport central area" in the Oxford Local Plan)
 - ii. Oxford's administrative boundary
 - iii. Oxford's administrative boundary plus immediately adjacent urban areas – principally Botley and the northern part of Kennington

These options will also need to be considered as part of the outline business case.

WPL: Transformation not top-up

24. There may be a temptation to see WPL as a general fund for "topping up" the council's budgets to fund existing public services. It is vital that this is strongly resisted. WPL is a transport demand management tool and a mechanism for funding transformational transport projects that would otherwise be impossible to deliver. The economic case, and the benefits to Oxfordshire employers, residents and visitors come from the enhanced levels of accessibility and quality of life that this transport infrastructure provides.
25. If WPL funds are spent – and seen to be spent – on "the basics" (such as road maintenance) it will rapidly be viewed as a stealth tax designed to top up the council's finances, and will be doomed to rejection by employers, the public and the government. The lesson from Nottingham is that WPL must enable a

strong, transformational, well-supported vision for the city, not fund ‘business as usual’.

Timetable

26. The proposed programme, including a funding profile, is at Annex 1. The Nottingham scheme took over ten years to develop and implement. Nottingham’s advice is that it could be possible to deliver a WPL within a significantly shorter period, with the benefit of their experience.
27. The council’s desire to develop and implement a WPL and/or congestion charging as quickly as possible is understood, given the transport pressures and infrastructure funding challenges Oxfordshire faces. However, it is vital that the programme allows time to develop a scheme that is right for Oxford, and – more importantly – allows time for the council to talk to the city’s employers to shape and build support for the scheme before proceeding.
28. The proposed programme is phased to allow time for in-depth discussions with employers at each stage, and to allow the Cabinet to consider the results of each stage before deciding whether or not to proceed further with the scheme. The three main phases of work are:
 - Outline business case development (April 2017 – October 2017)
 - Full business case development (October 2017 – March 2019)
 - Public consultation, preparation of final proposal & submission to Department for Transport (April 2019 – March 2020)
29. In addition to reports to Cabinet at the end of each stage, regular briefings will be provided to the Cabinet Member for Environment, and other members as appropriate, throughout the process.
30. This timetable assumes a WPL for the whole city is implemented at once. Phasing the implementation is an option which will need to be considered as part of the business cases.
31. If the council is satisfied that the case has been made and sufficient support from employers has been secured, an application to the Secretary of State for Transport (who must approve the scheme) is expected to be made around spring 2020. Given the likelihood of a general election in May 2020, a Secretary of State decision is not likely before the end of 2020, so licensing and charging would not commence until 2021.

Financial Implications

32. Revenue costs to prepare and submit a WPL scheme to the DfT are outlined in the programme at Annex 1. These are currently estimated to amount to:

- £5,000 in 2016/17
 - £100,000 in 2017/18
 - £300,000 in 2018/19
 - £100,000 in 2019/20
33. Cabinet is being asked to endorse the spending in 2016/17 and 2017/18. This will fund development of the Outline Business Case, with costs specifically associated with:
- Project Management
 - Data collection and research
 - Legal advice
 - Infrastructure package development
 - Charging regime option development
 - Initial consultation
34. Costs in 2016/17 will be funded from existing Environment & Economy budgets. Costs in 2017/18 and beyond will be funded from reserves, and will be repaid once the scheme is operational.
35. Cabinet is **not** however being asked to endorse the spending in 2018/19 and 2019/20 at this stage, as these are subject to the outline business case to be reported to Cabinet in October 2017.
36. Some of the costs incurred developing the infrastructure package to be funded by the levy may be capitalised if they progress to construction.
37. The assessment and mitigation of any risks and opportunities will be undertaken as part of the Outline Business Case.

Stakeholder Engagement and Communications

38. Effective communication will be critical to securing support for the scheme, and members will have a vital role to play in advocating the proposal if the council agrees to proceed with it at the end of each of the three main phases of work.
39. Some consultation has already taken place including through development of the LTP and ongoing engagement with stakeholders. Engagement with the community will be in three phases, aligned with the phases set out in paragraph 28. The purpose of this engagement will be to shape the charging scheme and the priorities for spending of the levy and secure support from as many employers as possible for the scheme. Based on Nottingham's experience, an employers' forum is likely to be required to provide a focus for these discussions.
40. Residents in the city may be affected by employees attempting to park in residential areas to avoid paying a workplace parking charge. Controlled parking zones surround many of the city's main employment sites already, but

would need to be expanded to ensure residential streets are protected from commuter parking.

41. Oxford City Council supports a WPL in principle and will be a key partner in designing the scheme and engaging local employers. The infrastructure funded through the WPL would play a major part in supporting the growth of the city and the county council will be working closely with city council colleagues to ensure the infrastructure package to be funded through the levy and set out in the OTS supports the emerging Oxford Local Plan, which will guide development in the city to 2036.
42. The LEP and other Oxfordshire district councils will also need to be involved, particularly if the boundary of the scheme extends beyond Oxford City Council's administrative area.
43. As mentioned above, there may also be opportunities to work jointly with Cambridgeshire County Council as they develop their own WPL proposal.
44. It is recognised that some employers in Oxford already charge their employees to park at work and so the impact of developing WPL will need to understand those currently charging will be affected.

Equalities Implications

45. A Service & Community Impact Assessment (SCIA) was completed for the Local Transport Plan, which included the policy to develop a workplace parking levy for Oxford. This concluded that *"LTP4 policies have been assessed as mainly positive in terms of their impacts on protected characteristics."*
46. The precise impacts of a WPL will depend on the details of the final charging scheme and the infrastructure package that it funds, both of which may look significantly different from Nottingham's.
47. However, largely positive outcomes are expected because WPL funds will enable a range of major transport projects, which will greatly improve the city's accessibility, particularly by public transport, walking and cycling. This will increase the number and quality of travel options available to the public, particularly for those without access to a car. WPL income may also be used to operate certain services (for example, Park & Ride car parks) free of charge, thereby reducing costs for those using them.
48. A WPL and the transport projects it is able to fund will also have positive benefits for air quality and pollution by helping to reduce congestion and by encouraging more people to travel by public transport, walking and cycling.
49. The main negative outcome might be the additional costs imposed on individuals where employers decide to pass costs on to their employees,

which would have a particular impact on those car commuters with lower incomes.

50. Service & Community Impact Assessments will be carried out as part of the outline and full business cases and reported to Cabinet.

RECOMMENDATION

51. **The Cabinet is RECOMMENDED to approve the overall approach proposed, including the programme at Annex 1, as the basis for further work and to allocate £100,000 from reserves to the development of an outline business case by October 2017.**

BEV HINDLE

Acting Director for Environment & Economy

Contact Officer: Martin Kraftl, Principal Infrastructure Planner
martin.kraftl@oxfordshire.gov.uk, 07920 084336

November 2016

Oxford workplace parking levy - programme

Tasks	Cost	2016/17		2017/18				2018/19				2019/20			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Scoping and project planning	£5,000														
Outline business case development	£100,000														
Project management															
Project initiation															
Data collection															
Research															
Legal advice															
Infrastructure package development															
Charging regime options development															
Business and stakeholder engagement															
Cabinet decision: approval to develop full business case (September 2017)															
Full business case development	£300,000														
Project management															
Consultancy procurement															
Project initiation															
Data collection															
Research															
Business and stakeholder engagement															
Legal advice															
Infrastructure package development/presentation															
Charging regime options development															
Cabinet decision: approval for public consultation (March 2019)															
Public consultation, preparation of final proposal & submission to DfT	£100,000														
Project management															
Consultation															
Finalise proposals															
Cabinet decision: approval to submit to Secretary of State															
Cumulative total costs to decision point		£5,000		£105,000				£405,000				£505,000			

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Division(s): N/A

CABINET – 22 NOVEMBER 2016

TREASURY MANAGEMENT MID-TERM REVIEW 2016/17

Report by Chief Finance Officer

Introduction

1. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice on Treasury Management (Revised) 2011 recommends that members are informed of Treasury Management activities at least twice a year. This report ensures this authority is embracing Best Practice in accordance with CIPFA's recommendations.
2. The following annexes are attached
 - Annex 1 Lending List Changes
 - Annex 2 Debt Financing 2016/17
 - Annex 3 PWLB Debt Maturing
 - Annex 4 Prudential Indicator Monitoring
 - Annex 5 Arlingclose Quarter 2 Benchmarking

Strategy 2016/17

3. The approved Treasury Management Strategy for 2016/17 was based on an average base rate forecast of 0.55%.
4. The Strategy for borrowing provided an option to fund new or replacement borrowing up to the value of 15% of the portfolio through internal borrowing.
5. The Strategy included the continued use of pooled fund vehicles with variable net asset value.

External Context – Provided by Arlingclose

6. The preliminary estimate of Q2 2016 GDP showed reasonably strong growth as the economy grew 0.7% quarter-on-quarter, as compared to 0.4% in Q1 and year/year growth running at a healthy pace of 2.2%. However the UK economic outlook changed significantly on 23rd June 2016. The surprise result of the referendum on EU membership prompted forecasters to rip up previous projections and dust off worst-case scenarios. Growth forecasts had already been downgraded as 2016 progressed, as the very existence of the referendum dampened business investment, but the crystallisation of the risks and the subsequent political turmoil prompted a sharp decline in household, business and investor sentiment.
7. The repercussions of this plunge in sentiment on economic growth were judged by the Bank of England to be severe, prompting the Monetary Policy Committee to initiate substantial monetary policy easing at its August meeting to mitigate the worst of the downside risks.

This included a cut in Bank Rate to 0.25%, further gilt and corporate bond purchases (QE) and cheap funding for banks (Term Funding Scheme) to maintain the supply of credit to the economy. The minutes of the August meeting also suggested that many members of the Committee supported a further cut in Bank Rate to near-zero levels (the Bank, however, does not appear keen to follow peers into negative rate territory) and more QE should the economic outlook worsen.

8. In response to the Bank of England's policy announcement, money market rates and bond yields declined to new record lows. Since the onset of the financial crisis over eight years ago, Arlingclose's rate outlook has progressed from 'lower for longer' to 'even lower for even longer' to, now, 'even lower for the indeterminable future'. The new members of the UK government, particularly the Prime Minister and Chancellor, are likely to follow the example set by the Bank of England. After six years of fiscal consolidation, the Autumn Statement on 23rd November is likely to witness fiscal initiatives to support economic activity and confidence, most likely infrastructure investment.
9. Whilst the economic growth consequences of BREXIT remain speculative, there is uniformity in expectations that uncertainty over the UK's future trade relations with the EU and the rest of the world will weigh on economic activity and business investment, dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment. These effects will dampen economic growth through the second half of 2016 and in 2017. Meanwhile, inflation is expected to pick up due to a rise in import prices, dampening real wage growth and real investment returns. The August Quarterly Inflation Report from the Bank of England forecasts a rise in CPI to 0.9% by the end of calendar 2016 and thereafter a rise closer to the Bank's 2% target over the coming year, as previous rises in commodity prices and the sharp depreciation in sterling begin to drive up imported material costs for companies.
10. The rise in inflation is highly unlikely to prompt monetary tightening by the Bank of England, with policymakers looking through import-led CPI spikes, concentrating instead on the negative effects of Brexit on economic activity and, ultimately, inflation.
11. **Market reaction:** Following the referendum result gilt yields fell sharply across the maturity spectrum on the view that Bank Rate would remain extremely low for the foreseeable future. The yield on the 10-year gilt fell from 1.37% on 23rd June to a low of 0.52% in August, a quarter of what it was at the start of 2016. The 10-year gilt yield has since risen to 0.69% at the end of September. The yield on 2- and 3-year gilts briefly dipped into negative territory intra-day on 10th August to -0.1% as prices were driven higher by the Bank of England's bond repurchase programme. However both yields have since recovered to 0.07% and 0.08% respectively. The fall in gilt yields was reflected in the fall in PWLB borrowing rates.
12. On the other hand, after an initial sharp drop, equity markets appeared to have shrugged off the result of the referendum and bounced back despite warnings from the IMF on the impact on growth from 'Brexit' as investors counted on QE-generated liquidity to drive risk assets.
13. The most noticeable fall in money market rates was for very short-dated periods (overnight to 1 month) where rates fell to between 0.1% and 0.2%

Treasury Management Activity

Debt Financing

14. Oxfordshire County Council's debt financing to date for 2016/17 is analysed in Annex 2.
15. The Council's cumulative total external debt has decreased from £393.38m on 1 April 2016 to £388.38m by 30 September 2016, a net decrease of £5m. No new debt financing has been arranged during the year. The total forecast external debt as at 31 March 2017, after repayment of loans maturing during the year, is £385.38m. The forecast debt financing position for 31 March 2017 is shown in Annex 2.
16. At 30 September 2016, the authority had 64 PWLB¹ loans totalling £338.38m, 9 LOBO² loans totalling £45m and 1 long-term fixed Money Market loan totalling £5m. The combined weighted average interest rate for external debt as at 30 September 2016 was 4.5%.

Maturing Debt

17. The Council repaid £5m of maturing PWLB loans during the first half of the year. The details are set out in Annex 3.

Debt Restructuring

18. The premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Authority's portfolio and therefore unattractive for debt restructuring activity. No PWLB debt restructuring activity was undertaken during the first half of the year.

LOBOs

19. At the beginning of the financial year the Authority held £50m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £20m of these LOBOs had options during 2016/17, none were exercised by the lender. The Authority acknowledges there is an element of refinancing risk associated with LOBOs although in the current interest rate environment lenders are unlikely to exercise their options.
20. In June Barclays Bank informed the Authority of its decision to cancel all the embedded options within standard LOBO loans. This effectively converts £5m of the Authority's LOBO loans to a fixed rate loan removing the uncertainty on both interest cost and maturity date. This waiver has been done by 'deed poll'; it is irreversible and transferable by Barclays to

¹ PWLB (Public Works Loans Board) is a Government agency operating within the United Kingdom Debt Management Office and is responsible for lending money to Local Authorities.

² LOBO (Lender's Option/Borrower's Option) Loans are long-term loans which include a re-pricing option for the bank at predetermined intervals.

any new lender. A post balance sheet amendment was made to the disclosure notes in the 2015-16 Statement of Accounts to reflect the change in loan structure.

Investment Strategy

21. The Authority holds deposits and invested funds representing income received in advance of expenditure plus balances and reserves. The guidance on Local Government Investments in England gives priority to security and liquidity and the Authority's aim is to achieve a yield commensurate with these principles. The Council continued to adopt a cautious approach to lending to financial institutions and continuously monitored credit quality information relating to counterparties.
22. During the first half of the financial year short term fixed deposits of up to 12 months have been placed with banks and building societies on the approved lending list and Money Market Funds have been utilised for short-term liquidity. Opportunities to place longer-term deposits have been limited.
23. The Treasury Management Strategy Statement and Annual Investment Strategy for 2016/17 included the use of external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three year period. The strategy permitted up to 50% of the total portfolio to be invested with external fund managers and pooled funds (excluding Money Market Funds). The performance of the pooled funds will continue to be monitored by the Treasury Management Strategy Team (TMST) throughout the year against respective benchmarks and the in-house portfolio.

The Council's Lending List

24. The Council's in-house cash balances were deposited with institutions that meet the Council's approved credit rating criteria. The approved Lending List is updated to reflect changes in counterparty credit quality with changes reported to Cabinet on a bi-monthly basis. Annex 1 shows the amendments incorporated into the Lending List during the first half of 2016/17, in accordance with the approved credit rating criteria.
25. Various indicators of credit risk reacted negatively to the result of the referendum on the UK's membership of the European Union. UK bank credit default swaps saw a modest rise but bank share prices fell sharply, on average by 20%, with UK-focused banks experiencing the largest falls. Non-UK bank share prices were not immune although the fall in their share prices was less pronounced.
26. Fitch credit rating agency downgraded the UK's sovereign rating by one notch to AA from AA+, and Standard & Poor's (S&P) downgraded its corresponding rating by two notches to AA from AAA. Fitch, S&P and Moody's have a negative outlook on the UK. S&P took similar actions on rail company bonds guaranteed by the UK Government. S&P also downgraded the long-term ratings of the local authorities to which it assigns ratings as well as the long-term rating of the EU from AA+ to AA, the latter on the agency's view that it lowers the union's fiscal flexibility and weakens its political cohesion.

27. Moody's affirmed the ratings of nine UK banks and building societies but revised the outlook to negative for those that it perceived to be exposed to a more challenging operating environment arising from the 'leave' outcome.
28. There was no immediate change to Arlingclose's credit advice on UK banks and building societies as a result of the referendum result. Arlingclose believes there is a risk that the uncertainty over the UK's future trading prospects will bring forward the timing of the next UK recession.
29. In the six months to 30 September 2016 there were no instances of breaches in policy in relation to the Council's Lending List. Any breaches in policy will be reported to Cabinet as part of the bi-monthly Business Strategy and Financial Monitoring report.

Investment Performance

30. Security of capital has remained the Authority's main investment objective. This has been maintained by following the Authority's counterparty policy as set out in its Treasury Management Strategy Statement and Annual Investment Strategy for 2016/17.
31. The average daily balance of temporary surplus cash invested in-house in the six months to 30 September was £332m. The Council achieved an average in-house return for that period of 0.84% marginally below the budgeted rate of 0.85% set in the strategy. This has produced gross interest receivable of £1.4m for the period to 30 September.
32. Temporary surplus cash includes; developer contributions; council reserves and balances; trust fund balances; and various other funds to which the Council pays interest at each financial year end, based on the average three month London Interbank Bid (LIBID) rate.
33. The Council uses the three month inter-bank sterling bid rate as its benchmark to measure its own in-house investment performance. During the first half of 2016/17 the average three month inter-bank sterling rate was 0.38%. The Council's average in-house return of 0.84% exceeded the benchmark by 0.46%. The Council operates a number of call accounts and instant access Money Market Funds to deposit short-term cash surpluses. The average balance held on overnight deposit in money market funds or call accounts in the 6 months to 30 September was £59.8m.
34. The UK Bank Rate had been maintained at 0.5% since March 2009 until August 2016, when it was cut to 0.25%. It is now forecast to fall further towards zero but not to go negative. Short-term money market rates have remained at relatively low levels.

External Fund Managers and Pooled Funds

35. The Council continued to use pooled funds with variable net asset value. Weighted by value pooled fund investments produced an overall annualised return of 2.6% for the period. These investments are held with a long-term view and performance is assessed accordingly.
36. Gross distributions from pooled funds have totalled £0.46m in the first six months of the year. This brings total income, including gross interest receivable on in-house deposits to £1.86m for the period.

Prudential Indicators for Treasury Management

37. The Authority confirms compliance with its Prudential Indicators for 2016/17, which were set as part of the Authority's Treasury Management Strategy Statement. The position as at 30 September 2016 for the Prudential Indicators is shown in Annex 4.

External Performance Indicators and Statistics

38. The County Council is a member of the CIPFA Treasury and Debt Management benchmarking club and receives annual reports comparing returns and interest payable against other authorities. The benchmarking results for 2015/16 showed that Oxfordshire County Council had achieved an average investment return of 0.88% compared with an average of 0.87% for their comparative group of members.
39. The average interest rate paid for all debt during 2015/16 was 4.5%, with an average of 4.35% for the comparative benchmarking group members. It should be noted that all of Oxfordshire County Council's debt is long-term, whereas the averages for the comparators include short-term debt which has a lower interest rate and so reduces the averages. Oxfordshire County Council's long-term fixed debt was below the group average rate. Oxfordshire County Council had a higher than average proportion of its debt portfolio in PWLB loans at 87% compared to 78% for the all member group. Oxfordshire County Council had 13% of its debt in LOBO loans at 31 March 2016 compared with an average of 17% for the comparative group.
40. Arlingclose also benchmark the Council's investment performance against its other clients on a quarterly basis. The results of the quarter 2 benchmarking to 30 September 2016 are shown in Annex 5.
41. The benchmarking results show that the Council was achieving higher than average interest on deposits at 30 September 2016, when compared with a group of 138 other local authorities. This has been achieved by placing deposits over a longer than average duration with institutions that are of higher than average credit quality.
42. Oxfordshire had a higher than average allocation to external funds, fixed and local authority deposits when compared with other local authorities in the benchmarking exercise. Oxfordshire also had a notably lower than average exposure to money market funds and call accounts.

Training

43. Individuals within the Treasury Management Team continued to keep up to date with the latest developments and have attended a number of external workshops and conferences.

Financial and Legal Implications

44. Interest payable and receivable in relation to Treasury Management activities are included within the overall Strategic Measures budget. The 2016/17 budget for interest receivable

was £3.2m. The forecast outturn is currently in line with the budget. Interest payable is currently forecast to be in line with the budgeted figure of £17.6m.

45. The economic outlook for the UK has immeasurably altered following the vote to leave the EU. The long-term position of the economy will be largely dependent on the agreements the government is able to secure with the EU, particularly with regard to Single Market access. The short to medium-term outlook has been more downbeat due to the uncertainty generated by the result and forthcoming negotiations.
46. Arlingclose has changed its central case for the path of Bank Rate over the next three years, predicting that Bank Rate will remain at 0.25%, but with a 40% possibility of a drop to close to zero, with a small chance of a reduction below zero. Gilt yields are forecast to be broadly flat from current levels, albeit experiencing short-term volatility.

RECOMMENDATION

47. **The Cabinet is RECOMMENDED to note the report and to RECOMMEND Council to note the Council's Mid-Term Treasury Management Review 2016/17.**

LORNA BAXTER
Chief Finance Officer

Annexes:	Annex 1	Lending List Changes
	Annex 2	Debt Financing 2016/17
	Annex 3	PWLB Debt Maturing
	Annex 4	Prudential Indicator Monitoring
	Annex 5	Arlingclose Quarter 2 Benchmarking

Contact officer: Donna Ross – Strategic Finance Manager
Contact number: 01865 323976
November 2016

Lending List Changes from 1 April 2016 to 30 September 2016

Counterparty	Lending Limit	Maximum Maturity
Counterparties added/reinstated None		
Counterparties suspended None		
Lending limits & Maturity limits increased None		
Lending limits & Maturity limits decreased None		

Pension Fund Lending list changes

The Oxfordshire Pension Fund cash balances are held separately from County Council cash and are deposited in accordance with the Cash Management Strategy approved by the Pension Fund Committee. The Strategy for 2016/17 is to use a sub-set of the Councils approved counterparties.

The following Pension Fund counterparty limits were updated to £25m in line with the Pension Fund Cash Management Strategy approved by the Pension Fund Committee for 2016/17.

Pension Fund Counterparty limits amended to £25m

Standard Life Sterling Liquidity Fund
 Lloyds Bank Plc
 Overseas Chinese Banking Corp
 Svenska Handelsbanken

Annex 2

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2016/17

<u>Debt Profile</u>		£m
1. PWLB	87%	343.38
2. Money Market loans	13%	50.00
3. Sub-total External Debt		393.38
4. Internal Balances		<u>-15.80</u>
5. Actual Debt at 31 March 2016	100%	377.58
6. Government Supported Borrowing		0.00
7. Unsupported Borrowing		15.77
8. Borrowing in Advance		0.00
9. Minimum Revenue Provision		<u>-15.53</u>
10. Forecast Debt at 31 March 2017		377.82

<u>Maturing Debt</u>		
11. PWLB loans maturing during the year		-8.00
12. PWLB loans repaid prematurely in the course of debt restructuring		<u>0.00</u>
13. Total Maturing Debt		-8.00

<u>New External Borrowing</u>		
14. PWLB Normal		0.00
15. PWLB loans raised in the course of debt restructuring		0.00
16. Money Market LOBO loans		<u>0.00</u>
17. Total New External Borrowing		0.00

<u>Debt Profile Year End</u>		
18. PWLB	87%	335.38
19. Money Market loans (incl £45m LOBOs)	13%	50.00
20. Sub-total External Debt		385.38
21. Internal Balances		<u>-7.56</u>
22. Forecast Debt at 31 March 2017	100%	377.82

Line

- 1 – 5 This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2016). The PWLB is a government agency operating within the Debt Management Office. LOBO (Lender's Option/ Borrower's Option) loans are long-term loans, with a maturity of up to 60 years, which includes a re-pricing option for the bank at predetermined time intervals. Internal balances include provisions, reserves, revenue balances, capital receipts unapplied, and excess of creditors over debtors.
- 6 'Government Supported Borrowing' is the amount that the Council can borrow in any one year to finance the capital programme. This is determined by Central Government, and in theory supported through the Revenue Support Grant (RSG) system.
- 7 'Unsupported Borrowing' reflects Prudential Borrowing taken by the authority whereby the associated borrowing costs are met by savings in the revenue budget.
- 8 'Borrowing in Advance' is the amount the Council borrowed in advance to fund future capital finance costs.
- 9 The amount of debt to be repaid from revenue. The sum to be repaid annually is laid down in the Local Government and Housing Act 1989, which stipulates that the repayments must equate to at least 4% of the debt outstanding at 1 April each year.
- 10 The Council's forecast total debt by the end of the financial year, after taking into account new borrowing, debt repayment and movement in funding by internal balances.
- 11 The Council's normal maturing PWLB debt.
- 12 PWLB debt repaid early during the year.
- 13 Total debt repayable during the year.
- 14 The normal PWLB borrowing undertaken by the Council during 2016/17.
- 15 New PWLB loans to replace debt repaid early.
- 16 The Money Market borrowing undertaken by the Council during 2016/17
- 17 The total external borrowing undertaken.
- 18-22 The Council's forecast debt profile at the end of the year.

Long-Term Debt Maturing 2016/17**Public Works Loan Board: Loans Matured during first half of 2016/17**

Date	Amount £m	Rate %
13/07/2016	0.500	2.35%
31/07/2016	0.500	2.35%
31/08/2016	4.000	5.00%
Total	5.000	

Public Works Loan Board: Loans Due to Mature during second half of 2016/17

Date	Amount £m	Rate %
22/11/2016	2.000	7.75%
13/01/2017	0.500	2.35%
31/01/2016	0.500	2.35%
Total	3.000	

Prudential Indicators Monitoring at 30 September 2016

The Local Government Act 2003 requires the Authority to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. To demonstrate that the Authority has fulfilled the requirements of the Prudential Code the following indicators must be set and monitored each year.

Authorised and Operational Limit for External Debt

Actual debt levels are monitored against the Operational Boundary and Authorised Limit for External Debt below. The Operational Boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. The council confirms that the Operational Boundary has not been breached during 2016/17.

The Authorised Limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authority confirms that the Authorised limit was not breached in the first half of 2016/17.

Authorised limit for External Debt	£465,000,000
Operational Limit for External Debt	£450,000,000
Capital Financing Requirement for year	£407,384,000

	Actual 30/09/2016	Forecast 31/03/2017
Borrowing	£388,382,618	£385,382,618
Other Long-Term Liabilities	£ 30,000,000	£ 30,000,000
Total	£418,382,618	£415,382,618

Interest Rate Exposures

These indicators are set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest exposures. Fixed rate investments are borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Fixed Interest Rate Exposure

Fixed Interest Net Borrowing limit	£350,000,000
Actual at 30 September 2016	£293,382,618

Variable Interest Rate Exposure

Variable Interest Net Borrowing limit	£0
Actual at 30 September 2016	-£252,219,512

Principal Sums Invested over 365 days

Total sums invested for more than 364 days limit	£100,000,000
Actual sums invested for more than 364 days	£ 80,000,000

Maturity Structure of Borrowing

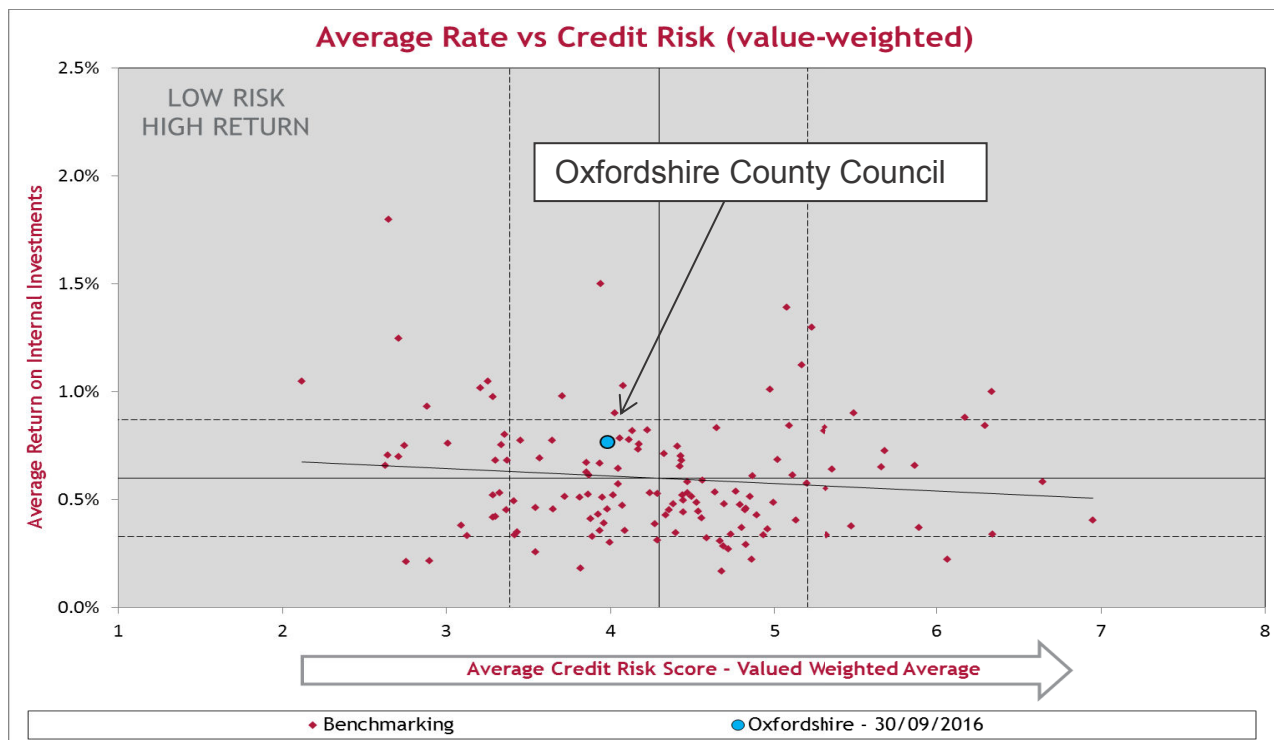
This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing and the actual structure at 30 September 2016, are shown below. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

	Limit %	Actual %
Under 12 months	0 - 20	4.63
12 – 24 months	0 - 25	7.21
24 months – 5 years	0 - 35	9.53
5 years to 10 years	5 - 40	15.71
10 years +	50 - 95	62.92

Arlingclose Benchmarking

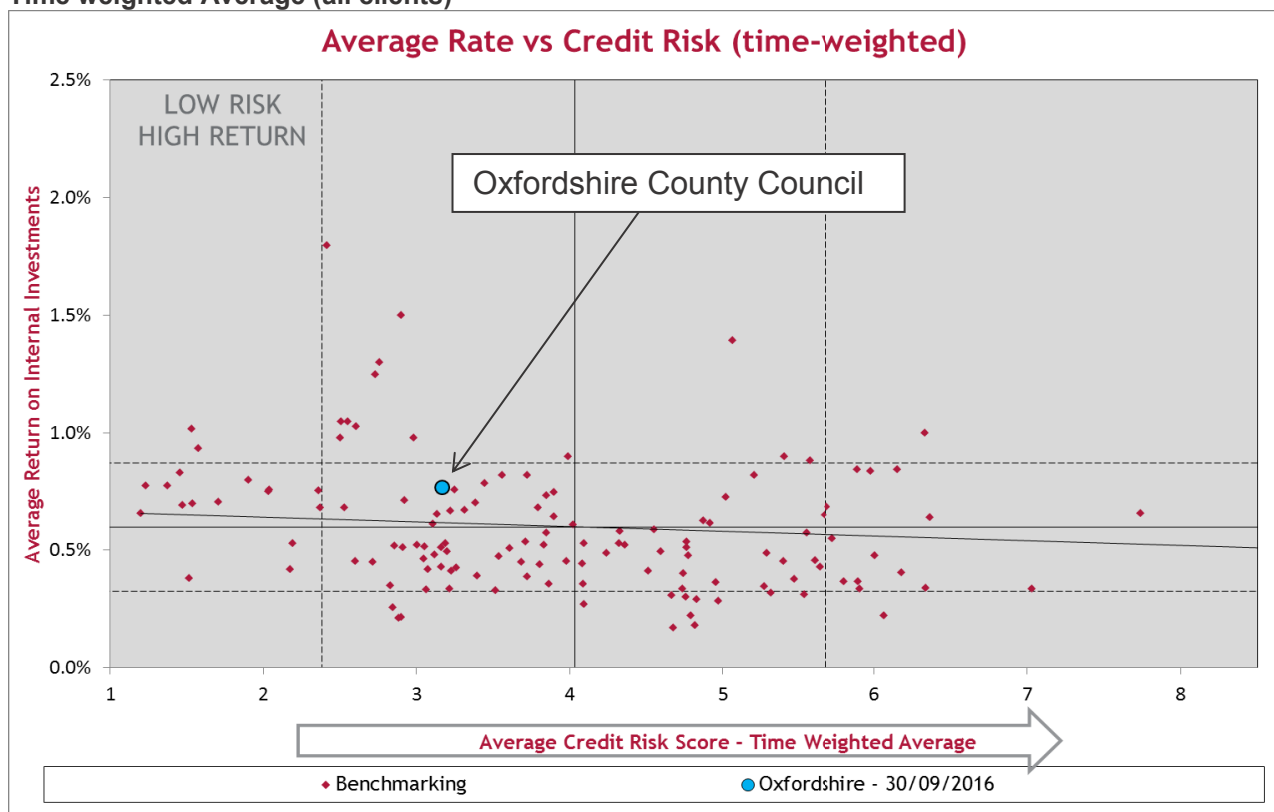
Annex 5

Value weighted average (all clients)



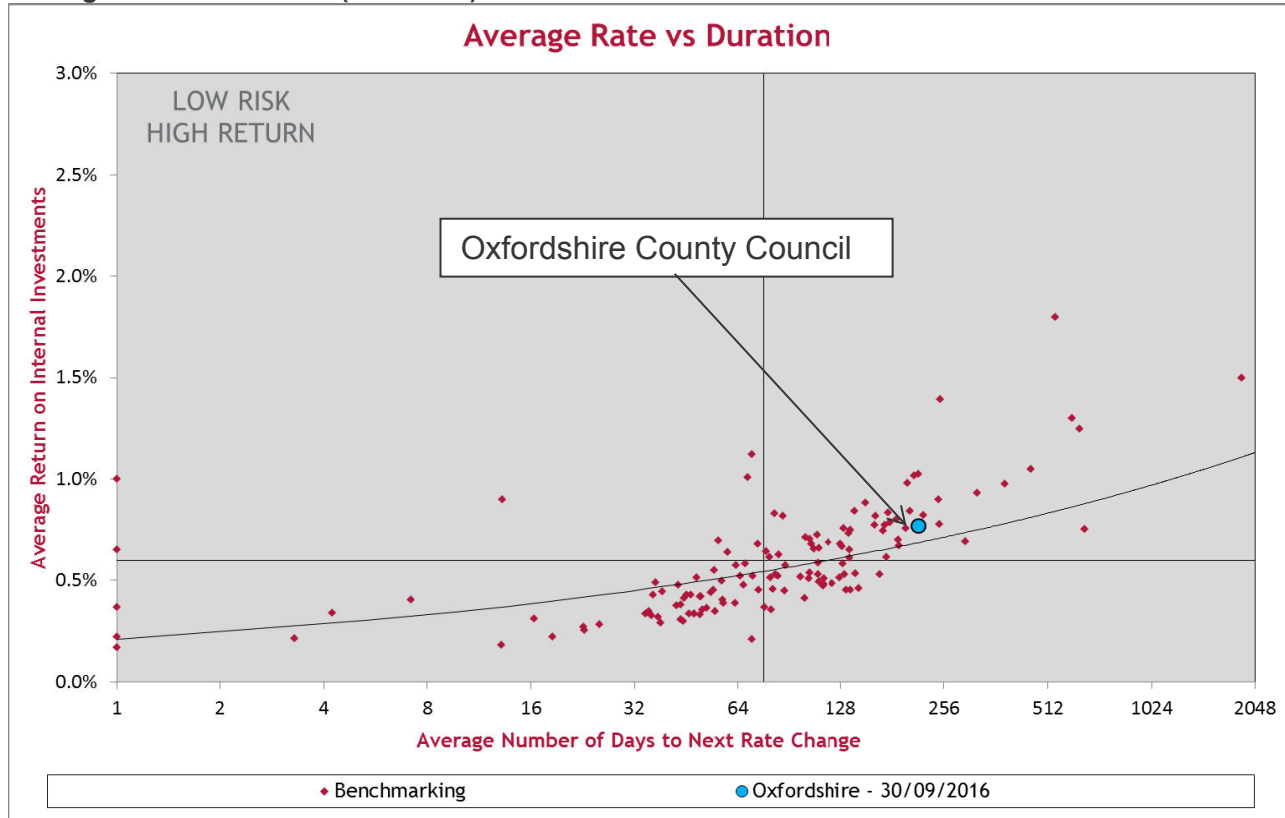
This graph shows that, at 30 September 2016, Oxfordshire achieved a higher than average return for lower than average credit risk, weighted by deposit size.

Time weighted Average (all clients)



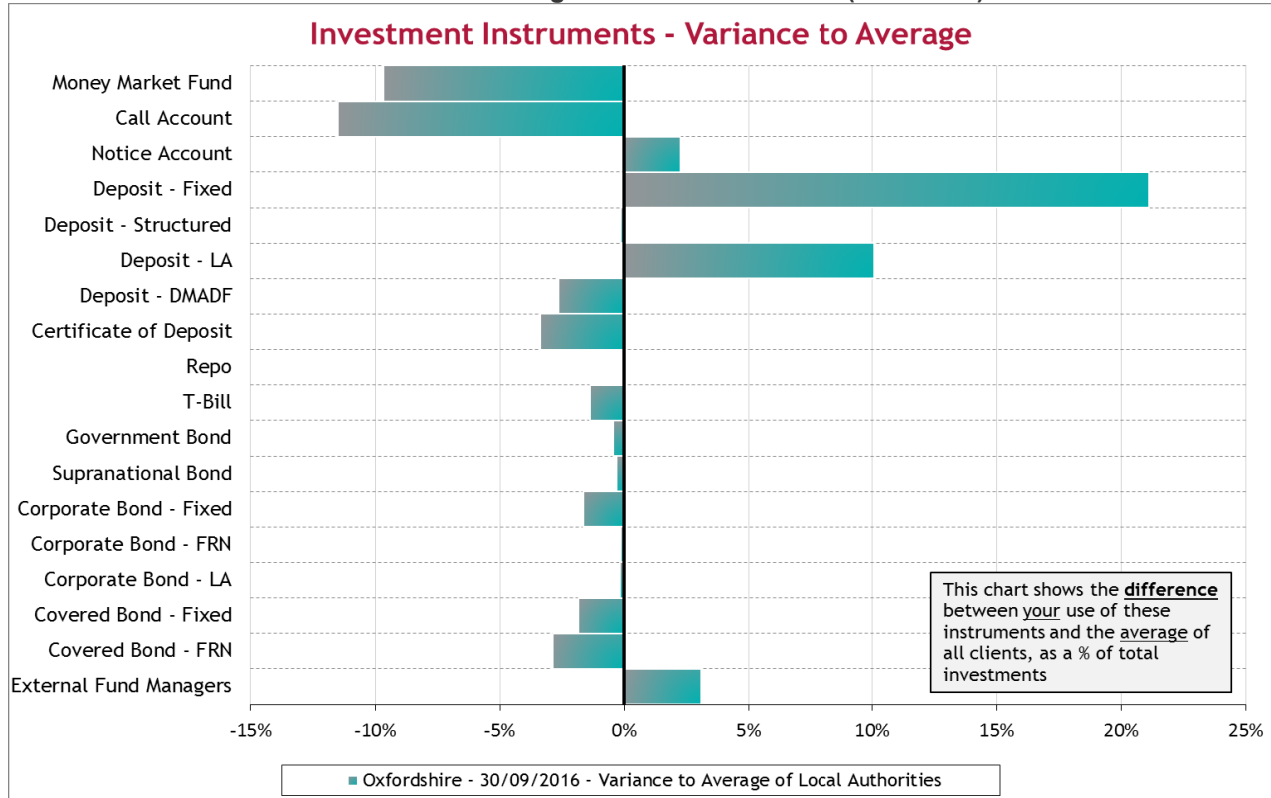
This graph shows that, at 30 September 2016, Oxfordshire achieved higher than average return for lower than average credit risk, weighted by duration.

Average Rate vs Duration (all clients)



This graph shows that, at 30 September 2016, Oxfordshire achieved a higher than average return by placing deposits for longer than average duration.

Investment Instruments – Variance to Average of Local Authorities (all clients)



This graph shows that, at September 2016, Oxfordshire had notably higher than average allocation to external funds, fixed and local authority deposits when compared with other local authorities. Oxfordshire also had notably lower exposures to money market funds and call accounts.

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Division(s):

CABINET – 22 NOVEMBER 2016

SENIOR MANAGEMENT REVIEW

Report by County Director

Background and context

1. The Senior Management Review (SMR) commenced in October 2015 following the departure of the then Chief Executive and the appointment of a new Head of Paid Service (later re-designated as County Director). At that time, we were already considering our succession arrangements for the County Council Management Team (CCMT) taking into account the age profile and individual plans of the then top team, and the Leader's desire to break down silo working.
2. We commissioned Penna to conduct a focused and objective review of our current structure and provide options for the future. Work undertaken included one to one meetings with each member of Extended County Council Management Team, in October/November 2015, canvassing Member opinions via an on-line survey in December 2015 and benchmarking with comparable organisations.
3. The work by Penna identified that the Council had highly capable senior professionals and that whilst there was a strong culture of silo working nevertheless there was also a significant appetite to work in a more collaborative way.
4. In February 2016 the four unitary council proposals by the City and District Councils required the SMR to be put on hold pending the outcome of the unitary debate and potential future shape of the council.
5. Many of the issues identified by the initial review have been taken forward during this time, particularly around the Council's future role and the direction the organisation should take. This has been driven by our thinking about the best structures for local government in Oxfordshire and the findings of the Grant Thornton and Price Waterhouse Cooper studies. We are now developing a proposal for a single unitary council for Oxfordshire. The management structure therefore must ensure quick decision making, flexibility and cross organisational working. Much of this work can also be applied to thinking about the role of the county council within the current two tier arrangements for local government.
6. Whilst the council's financial resources are likely to continue reducing we are building from a strong platform to be ambitious for the county. Oxfordshire is a place of many strengths, with a strong local economy and thriving local

communities. However there are areas of serious deprivation and a small but growing number of residents who need additional support.

7. We want the best for all our residents and will play an important role in enabling a truly thriving Oxfordshire. However we will not be able to deliver this vision without changing the way the council works. In particular we know that we need to focus on:
 - Facilitating and empowering residents and local communities to shape their own futures
 - Playing our part in driving economic growth and managing the pressures of this growth, in particular supporting the creation of jobs and homes for our future residents, while protecting the quality of life of Oxfordshire residents today
 - Supporting the most vulnerable people. That means helping older and disabled people live independent lives; making sure every child gets a good start in life, and protecting everyone from abuse and neglect.
8. In order to achieve this in the context of reducing resources we will need both a strong voice back to government to make Oxfordshire's case for investment loudly and clearly; and to forge new and strong partnerships locally, working with residents and communities as well as statutory and voluntary partners to deliver the best outcomes for our residents.
9. In order to ensure that the organisation itself is fit for the future we now have a robust transformation programme underway, this will improve the customer experience and enable us to be a more efficient and flexible organisation without cutting services.
10. The proposals set out in this report will provide the council with a strong framework for changing the way we work, and ensuring that our structure supports the outcomes we want for our residents and communities in Oxfordshire. There will be a much greater emphasis on a 'One Council' approach, on partnership working and on strongly driving the transformation programme to ensure that we are fit for the future.
11. It is now the right time to deliver the findings of the SMR. Our response to the unitary challenge confirmed that our structure and ways of working were not always flexible enough to meet residents' expectations and be able to best respond to need. The SMR process has been updated by the work the council has undertaken in recent months on the transformation of services and on the future of local government in Oxfordshire, including a unitary structure or structures.
12. The conclusions of the SMR have also been informed by the need to:
 - Build on the foundations that are already in place, with the numbers of senior managers reducing by 40 per cent since 2010;

- Enable the council to rapidly develop and put in place a new operating model. This will focus on how the council can most effectively support the aims of Efficient Public Services in the Corporate Plan. The new model will see the council become smaller, but more flexible and agile, as it works more smartly for and with Oxfordshire's communities.
- Ensure a stronger 'One Council' approach, driving and embedding new approaches across the organisation;
- Ensure that there is the flexibility to 'Think Unitary, Act Unitary' to meet the future needs of Oxfordshire residents;
- Achieve efficiencies and savings.

Findings of the review

13. Penna's concluding report on this phase of the SMR can be found at Annex 1.
14. The current senior management structure is shown at Annex 2. The proposed new senior management structure can be found at Annex 3. Although still "drawn" as a traditional structure chart, the ways of working proposed deliver increased flexibility based on need at any particular time.
15. The key changes, and proposed approach are:
 - 1) Since the departure of the last Chief Executive the Council has been operating with a County Director who also fulfils the role of Head of Paid Service. It is proposed that that the title 'County Director' has served its purpose and that role should be re-designated as Chief Executive in the new structure.
 - 2) Director posts would be re-designated as Strategic Directors and reduced from 5 to 3. They would cover People, Communities and Resources. The Strategic Director for Resources post would be carried out by the Chief Executive, who will also take the lead on the transformation programme. These Strategic Director roles would focus on Council-wide, corporate responsibilities, problem solving and performance management; more than they would oversee service strategy and operational delivery.
 - 3) It is proposed that the existing Director of Public Health (DPH) assumes on an interim basis the Strategic Director for People role, while retaining his statutory DPH role.
 - 4) It is proposed that the existing Chief Legal Officer assumes on a permanent basis the Director of Law and Governance role, including the statutory role of Monitoring Officer.
 - 5) It is proposed that expressions of interest for the Strategic Director for Communities role are sought from the wider ECCMT grouping.
 - 6) The Deputy Director and Corporate Advisor posts that remain would be re-designated as Directors; unless there is a statutory element attached to the role of Director, in this case 'Head of' will be used. The statutory roles of Director for Children's Services and Director for Adult Services would sit at the Director level, reporting into the Strategic Director for People. Given the statutory nature of these roles we have already successfully appointed to

these posts in advance of the departures of the existing Director of Children, Education & Families and the Director for Adult Social Care.

- 7) Within Resources one post would be re-designated as Assistant Chief Executive. The main emphasis of this role is to provide strategic and policy support to the Chief Executive. This role is important given the breadth of change underway to deliver our ambitions for the council, the transformation agenda and because there will not be an additional person in the Strategic Director for Resources role.
16. Further details about which services could report to Strategic Directors are in Annex 4. These are indicative and subject to agreement with Strategic Directors.

Financial and Staff Implications

17. Where appropriate, we will look to fill posts in the structure on an “internal first” basis and the proposals save money. This proposed structure sees anticipated savings in the region of £450,000, in addition it preserves the £300,000 already saved by the departure of the previous Chief Executive. The proposed structure also avoids incurring the additional costs of a Director of Resources, c.£182,000, as the Chief Executive will cover this role.
18. After Strategic Directors are appointed work would start, using the principles in the Penna report at Annex 1 (para. 31) and with corporate support, to review structures and assess the third tier managers. There is an expectation that this level of management would reduce.

RECOMMENDATIONS

19. **The Cabinet is RECOMMENDED to:**
 - (a) note the progress made to date on the Senior Management Review
 - (b) ask for the views of Members attending the Senior Management Review briefing on the 9th December 2016 on whether the structure will contribute to good performance
 - (c) ask for the views of Audit & Governance Committee to review governance
 - (d) ask for views from County Council
 - (e) request officers to bring a final version of the report back to Cabinet on 20 December reflecting feedback from those committees and meetings.

PETER CLARK
County Director

Contact Officer: Steve Munn, Chief HR Officer
November 2016

Oxfordshire County Council

Senior Management Review 2015-16

Background

1. Penna was appointed to carry out an external review in October 2015. Work started immediately but when the unitary debate commenced there was a requirement to pause the review pending the outcome of the debate and to enable us to consider the impact of the debate on the Senior Management Review. In the spring some of our recommendations were put into action with the appointment of a Director for Transformation. With the membership of the County Council's Management Team changing now is the right time to fully implement this Review.
2. At that time we were appointed the Council faced substantial challenges to its management arrangements. These stemmed principally from growing uncertainty in its operating environment. The election of a Conservative Government in May 2015 had produced greater certainty in the political sphere nationally but the Government's stance towards local government was developed largely through the prism of city region based economic growth complemented by "devolution deals" within English local government.
3. At the same time, the Council was engaged in two sets of discussions that questioned its future management arrangements: first, were the plans with two other Counties to jointly manage/commission environment and highways work; and second, the fast paced approach to integrating the County's social care functions with local health care services. Moreover, the departure of the Council's Chief Executive in September 2015, and the known retirement plans for some members of the management team, also meant that the Council needed to address the design of its senior management.
4. This led the Leader to initiate an external review of management arrangements. We were commissioned to conduct a focused and objective review of the County's management structure and provide options for the future. Work undertaken included one to one meetings with each member of the "extended County Council Management Team", in October/November 2015. Member opinions were canvassed via an on-line survey in December 2015.
5. Finally, benchmarking with comparable organisations was completed. Two factors were crucial to the initial set up of the review. First, was the aim to engage a wide group of Members in shaping the review's scope and purpose. Second, the review was to engage and involve senior managers (at Director and Deputy Director level). The review was not to be an external "top down" imposition. The review therefore developed from a strategic conversation amongst Members and senior managers. It developed iteratively over several

months. There was no simple template used; rather design principles and managerial issues were raised and discussed with senior managers singly as well as in groups.

6. This was especially important given the maturity of the Council's senior management. For this was not an exercise in simply implanting a "structure" but in developing better accountabilities to help the Council sharpen its performance and improve public service outcomes. The Senior Management Review (SMR) commenced in late 2015 following the departure of the then Chief Executive and the appointment of a new Head of Paid Service (later re-designated as County Director). At that time, the Council were already appropriately considering possible "succession arrangements" for the County Council Management Team (CCMT) taking into account the age profile and individual plans of the then top team. Not only was this a driver for change, but provided the Council with a real opportunity to properly plan for the future by getting the right people into the right posts and create principles for working which could truly realise the desire to transform both the organisation and the county itself.
7. Honest and open discussions needed to be held in confidence about how the Council's management could adapt to the challenges it faced. Confidential conversations about career options were critical with some senior managers and it was to the credit of the Council's management that these were conducted honestly and with integrity.
8. An early discussion point in October 2015 was the position of the Council's most senior official: the post of the chief executive. In reviewing the options, experience of managerial changes introduced elsewhere were examined to see whether they offered Oxfordshire any direct lessons (particularly amongst Councils that had dispensed with the role of chief executive or amongst those who had changed the focus of the role).
9. However, the central concerns involved ensuring managerial accountability to Members while reducing the overall cost of senior management. For that purpose it was essential to examine the "role clarity" of each senior management position and not just the chief executive position. Within management, the pivotal issue is who is accountable for what; and to whom are they accountable? Role confusion between managers with overlapping responsibilities can, at best, produce waste and inefficiency; at worst it can generate organisational dysfunction.
10. In a multi-purpose local government the role of the chief executive (or head of paid service) is to ensure that the best advice is organised in a coordinated manner; that policies and plans are coherent; and that management actions are accountable - within management as well as to elected Members. Elected members invoke change; senior managers deliver it. Senior managers must, at all times, avoid "stealing public interest decisions" from politicians. Officers work

in a creative partnership with Members. But it is elected Members who decide direction and determine public interest choices.

Discussions with senior management

11. It became clear that the Council possessed a cadre of highly capable senior professionals and managers. This was particularly evident at the Deputy Director level and with those staff whose responsibility was to lead professional functions. These managers when assessed against sector norms perform very well indeed and there was evident scope for professional and personal growth amongst several senior managers; and the potential to lose them elsewhere if opportunities in Oxfordshire did not emerge.
12. However, it was also clear that managerial activity was too silo'd. Corporate working was principally concerned with coordination (discussions about "who should do what, when?") rather than collaborative problem solving (discussions about "how we can solve this local problem by working together"). Senior staff were keen to work more collaboratively in cross-organisational ways, but there was insufficient corporate working arrangements. A style of corporate working began in earnest as soon as the issue was identified and they have significantly developed since that date within a newly established open supportive culture set by Peter Clark.
13. Early in the review we took the view that the management arrangements needed to be adaptive and robust. It was not enough for them to be "resilient" to changes in the external environment; they needed to be open to adapt to these changes while maintaining organisational integrity. Key to this was the position of the Council's most senior official. Our discussions with senior managers revealed a palpable sense of trust and confidence in Peter Clark potentially serving as an interim head of paid service to help lead the Council's management through the next period of challenge. In our view the Council needed to use its best efforts to recruit to this position in the medium term but it was sensible to offer Peter Clark a new role to bridge between the pre-2015 Council and what it would become by the end of 2017. He had begun an open and inclusive style of working which was welcomed and supported by senior managers across the Council.
14. We also recommended that additional and ideally external support was necessary to kick start and co-ordinate a Council-wide approach to organisational transformation. We were of the view that this would be most effective if the Council appointed someone fresh with specific transformational experience to the top management team. This would produce additional challenge and grit in the management of the Council and ensure that progress towards change was achieved.
15. A Director for Transformation was appointed on a short term contract. He successfully set in train a number of key developments and created healthy challenge and disruption to the point where a range of changes, new ways of

working and shared services have been introduced. The Director left once this work was completed and the Council was confident they had the internal expertise and knowledge to move to the next phase of the transformation programme.

16. One key factor is the expectation on senior managers to “secure the successful delivery of service outcomes” while also working corporately and helping solve problems through joint action. Too often this is collapsed into a simple distinction between “strategic” managers and “operational” managers. In truth, operational managers (whether they are overseeing commissioning or delivering) in all sectors always need to be more strategic in their approach.
17. Having a strategic approach helps them shape services for tomorrow; and not just ensure that they are being delivered effectively today. Instead the challenge for local government senior managers is how best to achieve joint working on corporate problems. And increasingly this is less about “what the Council delivers”; it is more about how the Council works productively with communities and other partnerships to generate value locally. This requires a positive approach to collaborative working in an open style of management. This is less about what senior managers “control”; and more about what they can usefully influence to improve public outcomes across the County.
18. Discussions with senior managers led the external review team to conclude that the Council had the capabilities and ambition within its existing management to work more effectively as a cohesive group in support of the Council. The review team concluded that the management arrangements needed to be adapted - particularly at the Director level. We provided feedback to individual managers, together with an initial report on findings and possible way forward. This was completed in January 2016 and presented to the Extended County Council Management Team (ECCMT).

Local Government Reorganisation

19. Finalising the overall management design has proved problematic because of the “planning blight” created by the vacillating currents in both the national and local debates about local government reorganisation. This is no place to rehearse these issues but the uncertainty that has been cast over the Council’s management arrangements cannot be overstated.
20. In February 2016 the four unitary councils proposed by the City and District Councils required the SMR to be put on hold pending the outcome of the unitary debate and potential future shape of the council. In the past ten months there have been competing approaches to how the County should be governed in the future and how its management should therefore be organised. The Council’s response to the unitary challenge confirmed that the structure and ways of working were not “broken” but were not sufficiently flexible enough to meet residents’ expectations and be able to best respond to need.

21. In support of the Council's own submission to Government on these issues, we have worked on how future management arrangements would be best established for a single unitary Oxfordshire Council. Thus while we were initially engaged to advise on the management arrangements for the Council's existing functions and activities, we also had to consider how best they could be adapted for a potential unitary County.
22. These structural governance challenges present substantial challenges to senior managers - as much as to elected Members. These managers are aiming to reshape services for the future and are increasingly doing so in collaborative partnership with other agencies and with local communities. In very many cases they need to focus on how to reduce substantially the cost of the service in the future. Doing so without knowing the structure of governance in the County is extremely difficult.

Cost Reduction: a design principle

23. The cost of a service includes the direct cost of labour, plant, materials and asset overheads (such as offices, depots, IT and so on). But it also includes the direct cost of managing the service, commissioning it and reviewing its effectiveness. In this sense management is an overhead.
24. Senior management that acts corporately is a corporate overhead (alongside the cost of governance, audit, insurance, corporate law and so on). Those who perform senior corporate management roles therefore need to be mindful of their costs. Every pound spent on senior management is a pound not spent in direct service provision. The issue is whether senior management adds sufficiently cost-effective value to the delivery of services today and the shaping of services for tomorrow. Lean approaches to corporate management underpinned our approach and we examined authorities elsewhere at the top three tiers of management to develop options that were highly cost effective and which could deliver substantial cost reductions to Oxfordshire taxpayers.

More recent changes

25. At the broadest level, following the Brexit vote in late June 2016 and the subsequent changes in the Administration and Machinery of Government, the Council has had to review its forward plan again. This is because the stance of Government has changed markedly in some areas (city regional footprints for economic growth have become larger); and in other areas is subject to review and change (potentially in respect of children's services). This impacts on the feasibility of any move towards the "unitarisation" of English Counties as well as to the more general financing of local government functions and activities (such as the business rate retention policies and the distribution of revenues from new developments). Moreover, approaches to health and social care integration (potentially impacting upon over one-half of the County's functional spend) are

now in review as the 44 Sustainable Transformation Plans (STPs) are in consideration by NHS England and the Dept of Health.

26. More narrowly changes are anticipated in the County's top management team as both the Director for Adult Social Care and the Director for Children, Education & Families will be leaving in the coming months.

Moving to implementation

27. It is now the right time to deliver the findings of the senior management review. The Council's management needs to be fit for new purposes. The SMR process has been updated by the work the Council has undertaken in recent months on the transformation of services and on the future of local government in Oxfordshire, including a unitary structure or structures. The conclusions of the SMR have also been informed by the need to:

- Build on the foundations that are already in place, with the numbers of senior managers reducing by 40 per cent since 2010;
- Enable the council to rapidly develop and put in place a new operating model. This will focus on how the council can most effectively support the aims of Efficient Public Services in the Corporate Plan. The new model will see the council become smaller, but more flexible and agile, as it works more smartly for and with Oxfordshire's communities.
- Ensure a stronger 'One Council' approach, driving and embedding new approaches across the organisation;
- Ensure that there is the flexibility to 'Think Unitary, Act Unitary' to meet the future needs of Oxfordshire residents;
- Achieve efficiencies and savings

Proposals in detail

28. The County's current senior management structure can be found at Annex 2. This directorate based structure has served the Council well over recent years but it is clear message that now is the time for change. The proposed new senior management structure can be found at Annex 3. Although still presented in a traditional "structure chart", the ways of working proposed deliver increased flexibility based on need at any particular times. What matters is corporate responsiveness to improve collective managerial accountabilities.
29. The key changes, and proposed approach are:
- 1) Since the departure of the last Chief Executive the Council has been operating with a County Director who also fulfils the role of Head of Paid Service. It is

proposed that the title 'County Director' has served its purpose and that role should be re-designated as Chief Executive in the new structure.

2) Director posts would be re-designated as Strategic Directors and reduced from 5 to 3. They would cover People, Communities and Resources. The Strategic Director for Resources post would be carried out by the Chief Executive, who will also take the lead on the transformation programme. These Strategic Director roles would focus on Council-wide, corporate responsibilities, problem solving and performance management; more than they would oversee service strategy and operational delivery.

3) It is proposed that the existing Director of Public Health (DPH) assumes on an interim basis the Strategic Director for People role, while retaining his statutory DPH role.

4) It is proposed that the existing Chief Legal Officer assumes on a permanent basis the Director of Law and Governance role, including the statutory role of Monitoring Officer.

5) It is proposed that expressions of interest for the Strategic Director for Communities role are sought from the wider ECCMT grouping.

6) The Deputy Director and Corporate Advisor posts that remain would be re-designated as Directors; unless there is a statutory element attached to the role of Director, in this case 'Head of' will be used. The statutory roles of Director for Children's Services and Director for Adult Services would sit at the Director level, reporting into the Strategic Director for People. Given the statutory nature of these roles the Council has already successfully appointed to these posts in advance of the departures of the existing Director of Children, Education & Families and the Director for Adult Social Care.

7) Within Resources one post would be re-designated as Assistant Chief Executive. The main emphasis of this role is to provide strategic and policy support to the Chief Executive. This role is important given the breadth of change underway to deliver the ambitions for the council, the transformation agenda and because there will not be an additional person in the Strategic Director for Resources role. The Assistant Chief Executive will also have a prominent external role in handling a wide range of relationships with government, partners and stakeholders.

30. Further details about which services could report to Strategic Directors are at Annex 4. These are indicative and subject to agreement with Strategic Directors.

Principles for reshaping services

31. In proposing the new structure and the regrouping of services the following principles were and will be applied:

32) Services should be grouped so that the management of those services are able to realise positive synergies in terms of designing and delivering more

effective services for customers and service users; and are able to realise efficiency gains through strategic budgetary control and by eliminating waste, duplication and unnecessary management overheads

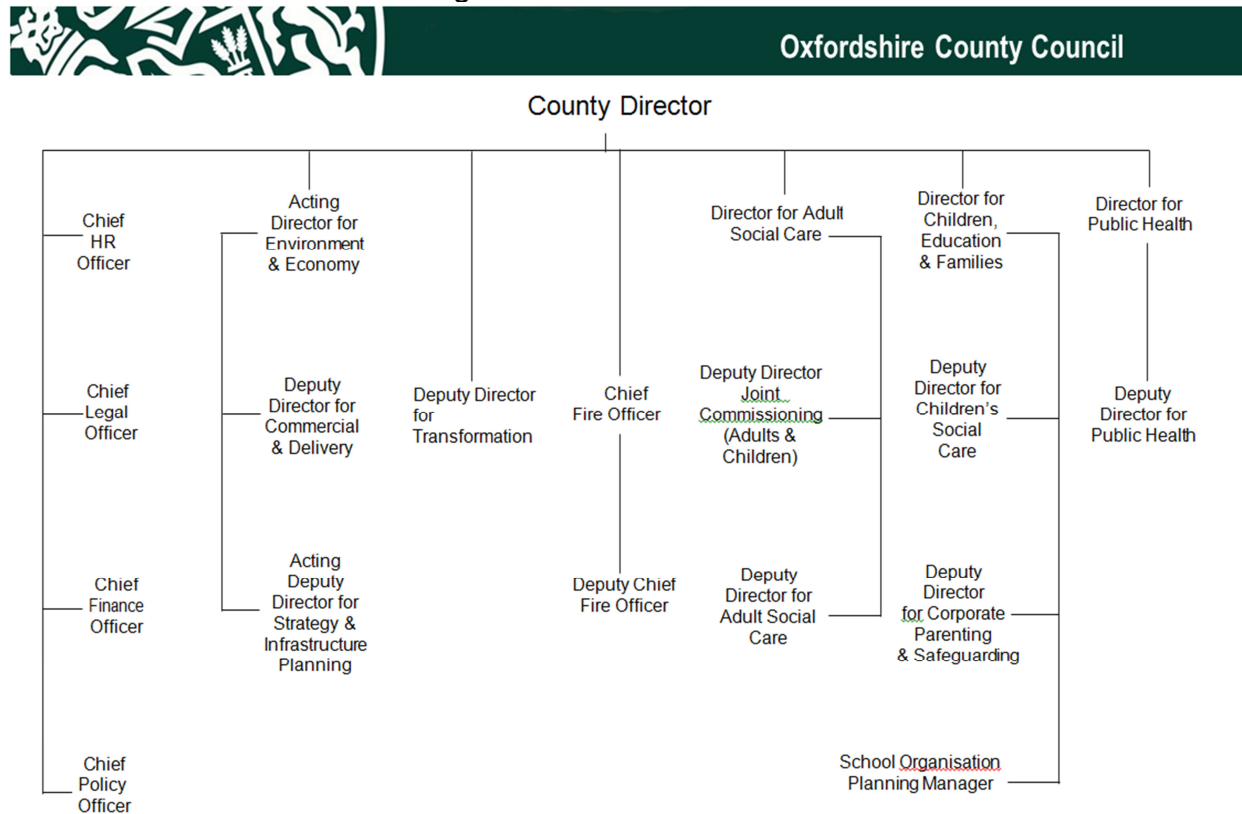
- 33) Management layers, accountabilities and reporting lines should be few, simple and clear; and managerial “spans of control” should be stretching (up to 8)
 - 34) New management arrangements must also deliver a relentless focus on improving service performance; motivate people towards change for improvement as well as being adaptable and flexible.
 - 35) There needs to be a straightforward relationship between any new management arrangements and the Council’s scheme of formal delegation – thereby ensuring that the political dimension of the Council links with the management side in a way that enhances overall organisational effectiveness and efficiency.
 - 36) Where required, appointments to posts would be using the robust selection methods we currently use to appoint senior managers, which includes development planning for successful candidates. This first phase of implementation of the senior management review will be accompanied by the articulation of a new direction for the council, a refresh of the corporate values and behaviours, and phase one of the Council’s transformation programme.
32. A series of recommendations based on the findings of this review are provided for consideration in a covering report for Cabinet.

1 November 2016

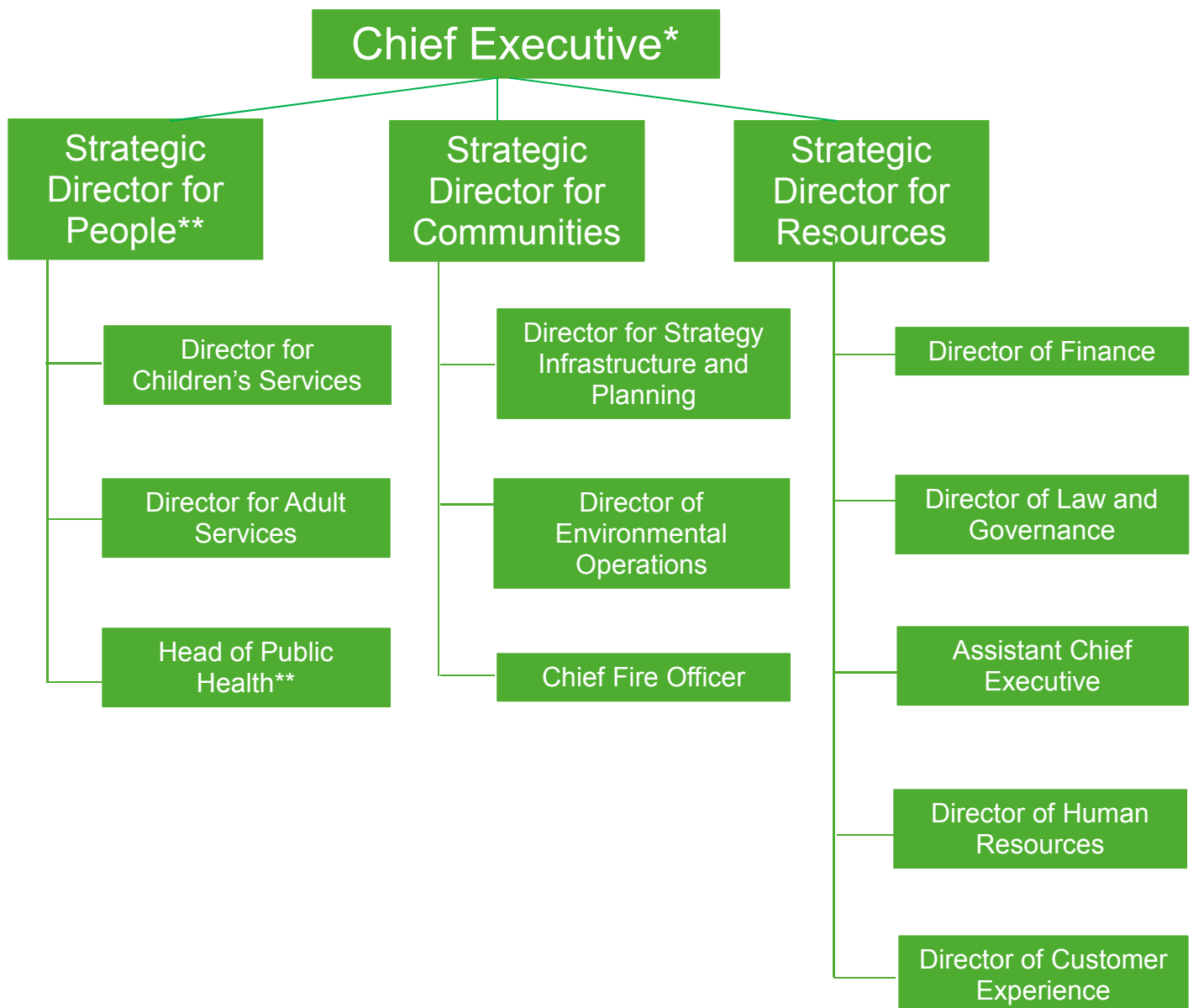
report authors:

Dr Barry Quirk CBE (Penna Associate) and Julie Towers (Managing Director, Penna)

Annex 2 – Current senior management structure



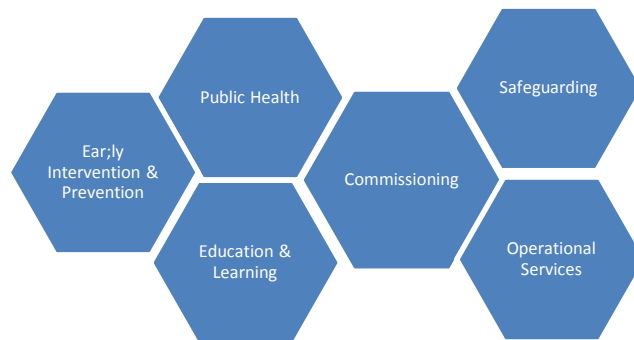
Annex 3 – Proposed senior management structure



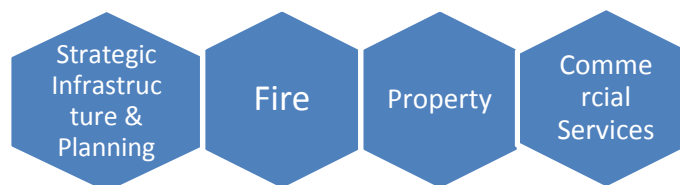
* Chief Executive will also cover the role of Strategic Director for Resources

** Strategic Director for People will retain the role and title of Director for Public Health

Executive Director for People



Executive Director for Communities



Reporting into the Chief Executive, Director of Resources



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Division(s): All

CABINET – 22 NOVEMBER

ADOPT THAMES VALLEY REGIONAL ADOPTION AGENCY PROJECT - DEVELOPING AND HOSTING A SHARED ADOPTION SERVICE

Report by Deputy Director for Corporate Parenting & Safeguarding

Introduction

1. This report provides an overview of plans to set up a Regional Adoption Agency (RAA) across the Thames Valley Region. It describes the legislative framework, potential benefits for children and families and the planned timetable for setting up the RAA.

Policy Context

2. In June 2015 the Government published a paper titled Regionalising Adoption, it set out provision for the creation of Regional Adoption Agencies. An RAA is a service delivering adoption services across multiple local authority areas, services specifically referred to are the recruiting, matching and supporting of adopters. The RAA will also include voluntary adoption agencies as partners. There is no definitive expectation on the type of organisation that will deliver the RAA functions, but original guidance has referred to four potential models, they are:
 - Local authority shared service
 - Local authority owned company
 - Joint venture between local authorities and voluntary adoption agencies
 - Commissioned service (out sourced to a Voluntary Adoption Agency or VAA)
3. Most RAAs across the country are opting for a local authority based shared service and this is the option that has been agreed by Adopt Thames Valley.
4. The Government has stated that it expects every local authority to be part of an RAA or to have delegated its adoption functions to one by 2020. It have also said that it will use the powers of the Education and Adoption Act 2016 to require authorities to do this from 2017 if insufficient progress is being made towards this aim.
5. There are many good reasons for joining an RAA beyond the threat of compulsion that has been set out by government. It also seems likely that local authorities who are involved in the setting up and design of RAAs will potentially have more influence and control over the destiny of their adoption services than those who choose to leave it until later.

Background to the Adopt Thames Valley Project

6. The purpose of this report is to seek in principle agreement to joining and hosting Adopt Thames Valley (ATV). Work is underway to develop ATV as a shared service between seven local authorities (Bracknell Forest, Oxfordshire, West Berkshire, Windsor and Maidenhead, Wokingham, Swindon and Reading) in partnership with two Voluntary Adoption Agencies (PACT and Barnardos). The authorities and VAAs are working to develop a new shared service that will provide adoption services across the geographical area of the participating local authorities.
7. There are many potential benefits in developing shared adoption services with other local authorities and voluntary agencies. In many cases children are matched with adopters out of the immediate local authority area. When this happens a fee is paid to the authority or voluntary agency who approved the adopters (the fee is typically £27K per child). By working together and pooling resources the authorities and voluntary agencies will potentially provide more placement options and also better value.
8. Adopt Thames Valley is being developed with the support of the Department for Education. Grant funding has been secured to assist the partner organisations to work together to develop a new service that delivers both better outcomes for children and adopters whilst also reducing costs for the local authorities participating. The DfE have advised that a grant of £300K is available from the 1st November 2016 to facilitate the setting up of ATV (subject to the DfE agreeing that progress to date is satisfactory).
9. Adopt Thames Valley is learning from work that was carried out by four of the participating local authorities (Bracknell Forest, West Berkshire, Windsor and Maidenhead and Wokingham). In 2014 they set up Adopt Berkshire, a shared service hosted by Windsor and Maidenhead. This has been successful in promoting positive outcomes for children and has external validation (Wokingham received a good judgement for adoption from Ofsted in 2015). It has delivered savings. Adopt Berkshire is a good demonstration that the concept of shared and joined up adoption services works. The proposed new RAA is not an extension of Adopt Berkshire, but an entirely new RAA.
10. The Adopt Thames Valley plan is to develop a shared service across the geographic area of all of the constituent local authorities. The new service would take responsibility for all recruitment, matching of children and support for adopters. The service will have a governance structure that ensures all partners have equal influence on the operation of the new service.
11. The service specification, team structure and funding mechanism for the new service are being developed at present. When this work has been completed a further paper will be provided setting out the financial implications, quality assurance processes and performance framework for the new service. It will also describe the precise terms of engagement (e.g. length of commitment, notice period required etc).

12. In summary the key anticipated benefits of the Adopt Thames Valley Model are:
- improved outcomes for children through the availability of a larger pool of adopters
 - improved ability to place harder to place children for adoption (e.g. older children, children with disabilities, sibling groups and BME children)
 - improved experience for adopters through quicker matches with children who need placements
 - better value for local authorities through economies of scale in the recruitment and assessment process for adopters
 - potential savings for local authorities through placing children with adopters more quickly (i.e. saving foster care costs).
 - improved adoption support services across a wider geographical area

Key Issues and Options Available

i) No Change

13. The Government has said on a number of occasions that it expects all local authorities to be part of a RAA by the year 2020. This aspiration was first set out in 'Regionalising Adoption' (June 2015). It was reiterated by Edward Timpson in a speech in February 2016 and also referenced in 'Adoption – Agenda for Change' (March 2016). This view was reiterated by the Minister in a video address to the RAA learning event held on the 22nd September 2016, he advised that commitment to this element of the adoption agenda remains strong despite the changes in government since June. The government has also enacted legislation enabling them to intervene to determine how individual local authorities provide adoption services. In light of these statements and actions it would seem unlikely that maintaining the current situation would be viable in the longer term.

ii) Join an Alternative Regional Adoption Agency

14. Adopt Thames Valley is one of nineteen RAA projects that are being set up nationally. The option exists to approach other projects with a view to joining them as an alternative. We adjudge ATV to be the best option for Oxfordshire for two main reasons. First, Oxfordshire is geographically ideally located to benefit from being part of ATV. This is potentially advantageous in terms of identifying suitable placements within reasonable travelling distance. Secondly the shared service model currently being proposed maintains flexibility going forward, some other RAAs are developing organisations and structures that would be more difficult to influence or adapt once set up (e.g. joint mutual ventures or services wholly delivered through commissioned approach).

iii) **Hosting Adopt Thames Valley**

15. Adopt Thames Valley has just completed a due diligence process to identify a suitable host authority for the new shared service. Following extensive consideration and independent scrutiny, Oxfordshire has been selected as suitable to host the new service, by the ATV Board and a meeting of all ATV's partner agencies' chief officers and lead members. Oxfordshire was the only authority expressing an interest in hosting the RAA. Oxfordshire is uniquely placed, due to our scale (significantly larger than any other of the local authority partners and completing many more adoptions each year than the other authorities). We also have a very strong track record in providing good adoption services that have been independently validated by regulators and others. See annex 1 for the Due Diligence submission.
16. Further to the ATV Board's recommendation, an implementation board has been established, chaired by the Deputy Director for Safeguarding & Corporate Parenting, comprised of lead officers in both ATV and Oxfordshire covering the range of expertise required in Project Management, Adoption, ICT, HR, Finance, Legal, Communications and Commissioning.
17. The new service would have a budget in the region of £4 million and would employ 50-60 staff (full time equivalents).

Financial and Staff Implications

18. Further work is required before detailed financial analysis can be presented. A final recommendation to join Adopt Thames Valley will be contingent upon it offering excellent value for both Oxfordshire and the other partner organisations.
19. Being the potential host authority for the new shared service will bring additional benefits and risks. The financial formula for local authority members of the ATV is yet to be agreed. All partners recognise that to be successful and to bring the RAA into operation a funding formula needs to be agreed that does not expose the host authority to unacceptable financial risks. It is likely that the final formula will involve a 'block and spot' approach. The block payment will cover the anticipated level of activity and further spot payments would be required if activity exceeded forecasts.
20. Oxfordshire will play a key role in the design of the new service and developing the funding formula to determine the contribution required from the participating local authorities
21. The DfE funding provides excellent support for the development of the RAA. The grant enables the projects to call upon the additional capacity and expertise needed design and develop the RAA. Whilst the compulsion to join an RAA will remain, it is unlikely this level of grant funding will be available to future RAA projects.

Equalities Implications

22. It is not envisaged that the potential changes proposed will impact upon any protected groups. Access and eligibility for adoption services would not be changed if a decision is taken to join Adopt Thames Valley.

Risk Management

23. One of the key risks associated with joining an RAA is the potential loss of influence in the governance and oversight of adoption activity. At present the council has full control over adoption activity in the same way that it does for all other aspects of the corporate parenting responsibility for looked after children and young people. Joining an RAA will involve collaborating with others in the discharge of these important duties. This could be viewed as potentially loss of control, however councils joining Adopt Thames Valley will do so as equal partners and will be assured a full and active role in the governance of the new service. This potential change is a key element of the new adoption legislation and all authorities will be compelled to join an RAA at some point between now and 2020. Joining Adopt Thames Valley will enable authorities to design and shape the new service, rather than potentially being required to join an existing RAA.
24. The second area of risk relates to finance. Committing to joining and hosting a shared service could be viewed as problematic when work is underway to deliver significant savings. All of the local authority partners are clear that the new service will only be sustainable if it is able to deliver services to a high quality with a reduction in costs. The services provided by Adopt Thames Valley will be largely statutory and will have to continue to be delivered. Consequently the most important consideration will be that they can be delivered in the most efficient and effective way. It is clear that the economies of scale offered by Adopt Thames Valley offer real potential for achieving this more successfully than could be done by any authority working alone. The main influence over the cost of the new service will be the level of activity (i.e. the number of children needing adoption and the number of adopters recruited). The number of children being adopted will continue to be driven by children's services and outside the influence of Adopt Thames Valley, whereas there is confidence that Adopt Thames Valley will contribute to increasing the pool of adopters available potentially impacting positively on the overall costs of adoption services.
25. Because Adopt Thames Valley is being established as a shared service local authority partners will be able to manage the associated risks. They will be able to shape and influence the service through their participation in the governance arrangements.

Communications

26. The new service is being developed collaboratively with the active involvement of children, adopters and other key stakeholders. Consultation is taking place through the use of events, surveys and other processes to engage stakeholders. The project team developing the new service also includes representation from a social enterprise company set up by adopters, which is helping to ensure they have a strong influence on design of the new service.

Key Dates

27. Work started on the project in December 2015, over the duration of the project there have been some significant changes. We now have a group of local authorities and voluntary adoption agencies that are committed to the project. The DfE has committed to funding the project through to its conclusion. There is no expectation of contributions from partner local authorities to the cost of developing the RAA, with the exception of some officer time to attend meetings and workshops. Some of the key activities and events in the planned time line are set out below:

- November 2016 - Completion of due diligence and selection process to identify Oxfordshire as the host for Adopt Thames Valley
- January 2017 - Service specification, design and financial arrangements for the new service finalised.
- November 2016 - March 2017 Local Authority Partners to secure political commitment to joining the new service
- Spring 2017 Formal consultation with staff affected by the setting up of the new service
- Spring 2017 – Logistical arrangements for new service finalised
- Early Summer 2017 Staffing arrangements for Adopt Thames Valley Finalised
- September 2017 Adopt Thames Valley becomes operational

RECOMMENDATION

28. CABINET is **RECOMMENDED** to

- (a) agree to joining Adopt Thames Valley and approve the recommendation of the Adopt Thames Valley Project Board that Oxfordshire County Council should, in principle, become the host authority for the planned new shared service (subject to satisfactory financial arrangements being agreed with the other partner local authorities); and
- (b) agree that a further report setting out the detailed financial and staffing implications be presented to Cabinet in the Spring of 2017, prior to a final decision being taken

HANNAH FARNCOMBE
Deputy Director for Corporate Parenting & Safeguarding

Contact Officer: Hannah Farncombe, Deputy Director for Corporate Parenting & Safeguarding, 01865 815273
November 2016

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Oxfordshire County Council

Adopt Thames Valley Due Diligence Questionnaire for the selection of Host Authority for RAA

**Working
together
to change
Lives...**

Date: 30 September 2016
To: Elaine Redding
Chairperson, Adopt Thames Valley
Board

Children's Social Care
County Hall
New Road
Oxford OX1 1ND

Hannah Farncombe
Children, Education &
Families

Dear Elaine,

Please find attached the due diligence template completed by Oxfordshire County Council which aims to provide the Board with the necessary assurances required to become the host authority.

Oxfordshire welcomes the government's ambitions for regionalisation of adoption: the opportunity for agencies to combine their efforts to drive improvements, streamline processes, share resources and, potentially, find economies of scale that benefit adoptive families and services to children.

So far the Adopt Thames Valley project leads have set high standards by engaging stakeholders at all levels across the seven local authorities and voluntary agencies on an equal basis. Should Oxfordshire be confirmed as the host authority, we are committed to continuing the project along the same lines.

We are fortunate to have Adopt Berkshire to learn from and build on. Their experience of implementing a shared service and joining up teams is hugely valuable and we are keen to benefit from their learning as we move towards a regional agency.

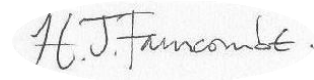
It would be understandable, given the unequal size of the constituent authorities and the changes ahead for Adopt Berkshire, that colleagues and elected members in our partner organisations will have concerns that Oxfordshire, as the largest organisation, will 'take over' the RAA and do things the 'Oxfordshire way'.

I should like to take this opportunity to state that our approach must continue to be built on a common vision, contributed to by all partners, which supports a service made up of all the talents, extending the best practice for the best value. The scoping in the project shows examples of good practice and rising standards in Adopt Berkshire and the other three local authorities. We have already established a good record of working together.

As a partnership we know we have not resolved all the issues that regionalisation poses. Our organisations are operating in a restrictive financial context. However, I have confidence that if we carry on as we have begun and continue to engage in both the governance and operation of the new service, differences and difficulties will be resolved.

As we progress to the next stage, Oxfordshire's commitment is to actively engage with all member organisations, developing mutual trust and problem-solving together in an open and transparent way.

Kind regards,

A handwritten signature in black ink, reading "H. J. Farncombe", is enclosed within a light grey oval border.

Hannah Farncombe
Deputy Director, Corporate Parenting & Safeguarding
Children, Education & Families
Oxfordshire County Council

Tel: 07775 025254

Email: Hannah.farncombe@oxfordshire.gov.uk

www.oxfordshire.gov.uk

Adopt Thames Valley
Due Diligence Questionnaire for the Selection of Host Authority for RAA

Dimensions of the Service:

- Adopt Thames Valley will be a regional adoption agency which will serve the geographical areas of the following local authorities: *Bracknell Forest; Oxfordshire; Reading; Royal Borough Windsor and Maidenhead; Swindon; West Berkshire; Wokingham*
- Approximate FTE of existing staff who will transfer to the service (excluding support staff): 60fte (actual numbers of people will be higher)
- Approximate budget of the combined existing services: £5m
- Possible future changes to the service: *possibility of more authorities joining; move to an independent organisation (e.g. Local authority based trading company or joint venture)*
- Proposed implementation date: *June – September 2017*

Due Diligence Questionnaire: To be completed by each authority, wishing to be considered as host for the new RAA. The answers to these questions will be treated confidentially and only used by the project for objective of selecting the host authority.

Political/Leadership	
How have you/will you secure the support of your DCS/Chief Executive/Lead Member to the hosting of this service?	<p>There is firm commitment to hosting the RAA in Oxfordshire. The DCS and directorate leadership team, County Director (CE equivalent) and County Council Management Team, Lead Member for Children and Cabinet members have been fully briefed on the progress of the RAA project and have given approval to bringing the proposal to Cabinet in November 2016.</p> <p>A 'task and finish' group has been set up within the authority to manage the practical implementation of the transfer to a RAA. Membership includes the Family Placement Service Manager who is the Oxfordshire ATV lead and management representatives from Children's Commissioning, HR, ICT, Finance and Legal. Should Oxfordshire be approved as the host, the ATV Project Manager will be invited to join this group in order to work closely with the authority to achieve the implementation within the target timeframe.</p>
How does this fit in with the political and strategic priorities for your authority?	Oxfordshire has a commitment to adoption which fits with its Council and Children's Trust priorities.
Do you already have political sign off for hosting the RAA; if not, how long will it take?	Cabinet is booked for 22 nd November 2016.
Are there any planned or known changes in your authority in the medium term, which could affect your ability to continue hosting the service?	<p>Should the proposal to host the RAA be approved, the legal entity and employer will be Oxfordshire County Council.</p> <p>On 20th September 2016 Cabinet decided to:</p> <p><i>(a) Consider the evidence set out in the PwC and GT reports, and the opportunity both reports present to save £100m over five years by moving to a single unitary for Oxfordshire, and the need for local structures within that;</i></p> <p><i>(b) Having regard to the recommendations of Performance Scrutiny, ask officers to work with stakeholders, including the public, to develop proposals for a single Oxfordshire unitary council, and in particular further explore the proposal set out in</i></p>

	<p><i>the Grant Thornton report known as option 6, whereby local areas within the county could make decisions for their own area, within an overall budget and policy framework set at the strategic level.</i></p> <p>The Adopt Thames Valley Board has been identified as a stakeholder.</p> <p>A single unitary council could be created with approval of the Dept for Communities and Local Government and would replace Oxfordshire County Council and its local District Councils. It is not anticipated that a new council could be brought into effect before 2020.</p> <p>The unitary proposal will include the continuation of a county-model for children's services and the capability to host the RAA on behalf of the ATV Board.</p>
What are your specific corporate priorities for adoption; how are these monitored at political and senior officer levels?	<p>Oxfordshire has a commitment to adoption which fits with the Council Corporate Plan objective to: <i>Safeguard vulnerable children and meet their eligible care needs, through:</i></p> <ul style="list-style-type: none"> • <i>Stopping abuse and neglect, and giving children in our care a good start in life.</i> • <i>Backing evidence-based early interventions which prevent more challenging problems arising in the future.</i> <p>The Oxfordshire Children's Trust (strategic partnership chaired by the lead member for children) has the following vision for children: <i>We want Oxfordshire to be the best place in England for children and young people to grow up in, by working with every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential.</i> <i>We want Oxfordshire to be a 'thriving Oxfordshire'. This means a place where people can work to achieve a decent life for themselves and their family, a place alive with vibrant, active communities, and a place where people can enjoy the rewards of a growing economy and feel safe.</i></p> <p>The Council's corporate priorities are aligned with those of the Children's Trust:</p> <ul style="list-style-type: none"> • Ensuring children have a healthy start in life and stay healthy into adulthood • Narrowing the gap for our most disadvantaged and vulnerable groups • Keeping children and young people safe • Raising achievement for all children and young people <p>The Council's performance is monitored by the County Council Management Team reporting on a regular basis to the Performance Scrutiny Committee. The Children's Trust reports to the Oxfordshire Health & Wellbeing Board, which is chaired by the Council leader.</p> <p>The Council's performance as a corporate parent is monitored by the Corporate Parenting Panel, chaired by the lead member. The panel is made up of members, senior officers, partner agencies, foster carer reps and reps from the Children In Care Council. The panel receives regular reports on adoption and permanence.</p>
Do you already host a	No

shared service (if so, please give details)?	
Do you already participate in a shared service (if so, please give details)?	<p>Yes. HR, finance and procurement services are delivered using self-service tools through the Integrated Business Centre (IBC), in partnership with Hampshire County Council.</p> <p>Oxfordshire has a MASH (multi-agency safeguarding hub) and a specialist child sexual exploitation team; both are run by the County Council, Thames Valley Police and Oxford Health Foundation Trust.</p> <p>Pooled budgets between the County Council and the Oxfordshire Clinical Commissioning Group support a wide range of jointly delivered adult services.</p> <p>School Governor Services and the Control Centre for the Fire Service are both delivered through shared services run jointly with neighbouring local authorities.</p>
Organisational	
What terms and conditions do you have for social work staff; are these likely to change in the medium term?	<p>Staff pay and terms and conditions of employment are set by the National Joint Council for Local Government Services and are contained in the "Green Book".</p> <p>There are no proposals that these will change in the medium term.</p>
Do you anticipate structural changes in Children's Social Care in the next two years that will have implications for adoption and permanence services?	<p>Early Help, Children's Social Care 'front door' and Family Support services are currently undergoing a restructure, with a completion date of 28/02/2017. This has not directly involved Adoption and Permanence services.</p>
Have you managed TUPE of staff before, either into or out of the organisation? If so, how many and for what service?	<p>The Council has managed a large number of TUPE transfers, both into and out of the organisation. These have involved the commercial, education, public service and charity sectors. TUPE transfers have taken place across most, if not all services within the Council.</p>
<p>Please give specific details about how you would manage the following support functions for the new service:</p> <p>Procurement/contract management (do you have a dedicated team to do this currently and how many staff)</p> <p>Complaints (including how many adoption complaints you currently deal with per year)</p> <p>Finance functions</p> <p>Payroll/Pensions (including how many fte in your organisation the</p>	<p>Below is a summary of our current support functions and how these are delivered by Oxfordshire County Council. We anticipate that these functions will service the RAA. The Task and Finish group will work with the ATV Project Manager to develop a business plan setting out what we propose in terms of costs, service standards, location, etc. and we would need to negotiate a partnership agreement setting out the terms of the shared service – to include arrangements for decision making</p> <p>Procurement/contract management/performance analysis:</p> <p>OCC has a dedicated Joint Commissioning service covering procurement, contract management and performance as well as commissioning, policy and engagement. The purpose of the team is to:</p> <ul style="list-style-type: none"> • Understand current and future social care, health and wellbeing needs of children, young people and adults in Oxfordshire; • Respond to these needs by working across children's and adults' services with partner organisations and the broader community • Ensure that a safety net is provided for the most

<p>service currently provides for)</p> <p>Admin/support services</p> <p>IT/telephony (including the provision of new bespoke IT systems and IT hardware and support)</p> <p>HR functions Vivien/Andrew please can you assist with this?</p> <p>Office Accommodation (for the service manager and approximately half the fte of the service)</p> <p>Legal services</p> <p>Performance analysis</p> <p>Communications: internal/external</p>	<p>vulnerable people.</p> <p>Within the Joint Commissioning team, the Procurement team is responsible for the tendering of services, carrying out commercial negotiations with suppliers, operating the procurement portal and overseeing the contract award process. The team includes Principal Procurement Manager and four Strategic Procurement Officers.</p> <p>The Contracts and Quality team ensures that contract management and monitoring promotes the well-being, health and quality of life for those who depend on Council services. They manage all contractual relationships in line with the Council's Contract Management Framework to ensure that performance monitoring is effective and that contract outcomes are being met or exceeded. They also promote quality, health and safety and safeguarding across the system. The team includes a Quality and Contracts Manager and 3.8 FTE Quality and Contracts Officers focussing on children's contracts.</p> <p>The Complaints and Information Team brings together the work of the Comments, Compliments and Complaints services in both directorates (Children and Adults), and aims to use what we learn from complaints and compliments to help shape commissioning intentions, strategies and service-delivery. The team also co-ordinates the two directorates' responses to Freedom of Information requests. The complaints team oversees the management of statutory complaints and provides advice and consultation to managers responding to complaints at each stage of the process.</p> <p>In the past two years, the Adoption service has received a total of 7 complaints. Two of these were made by prospective adopters, two by approved adopters, two by Special Guardians and one by a birth parent in relation to letterbox contact.</p> <p>Finance</p> <p>We have a dedicated Finance team that supports the CEF directorate. The LA finance team has significant experience in joint working as it hosts a number of pooled budgets with the Oxfordshire CCG. These amount to £330m.</p> <p>Payroll/Pensions</p> <p>Payroll provides for around 13,000 contracts (approx. 8150 FTE) plus casuals. Some of the 13,000 are part-time or have more than one job.</p> <p>Pensions provides for approximately 10,100 (approx. 3250 FTE) some with more than one pension pot.</p> <p>Admin/Support Services</p> <p>The CEF directorate's administration service is currently run as a discrete service providing and managing administrators in teams and services, including Oxfordshire's Adoption service (see below</p>
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in information about how the adoption service is managed). The administration service enables the flexible deployment of staff to meet areas of pressure/need as they arise, subject to the overall budgetary constraints of that service. Where there are tensions between demand and budgetary constraints decisions are made on the basis of prioritisation. If Oxfordshire became a host for the RAA, that element would be deemed a priority service.

ICT/ telephony (including the provision of new bespoke IT systems and IT hardware and support)

The Council has a new standard package for staff which is based on agile working such that staff should have access to the resources they need whether they are working from a fixed office location, from multiple sites, in the field or from home.

All Council sites have corporate and public Wi-Fi and reciprocal arrangements are in place with the NHS in Oxfordshire to allow staff from each sector to work from all locations.

A new standard staff package which is being rolled out now through to May 2017 includes secure remote access, laptop (or surface device), and Windows smartphone. A range of tools including Skype for Business are included in this roll-out.

All staff have access to a dedicated ICT service desk and this will be supplemented by a range of self-service facilities through to July 2017.

There is a commitment to re commission our current Integrated Children's System with a target date of Autumn 2017. The manager responsible for ICT services has confirmed that strong adoption business processes enjoyed by other local authorities may be considered as part of the re-commissioning process.

HR Functions

Oxfordshire County Council operates a Corporate HR Service, with a dedicated HR Business Partner supported by an HR Business Adviser for each directorate. The Corporate Service covers a wide range of advice to managers and employees across the Council, including:

- Terms and conditions;
- Employee Relations;
- Recruitment;
- Legal and contractual advice and entitlements;
- Development of HR policies, practices and procedures;
- Change Management;
- Performance Management;
- Health & Wellbeing;
- Job Evaluation and Pay;
- Learning & Development;

	<ul style="list-style-type: none"> • Workforce initiatives; • Management data and information; • Staff Engagement; • Workforce Planning. <p>Payroll and transactional HR are processed via Hampshire County Council through a partnership agreement which has been in operation since July 2015. All staff are required to manage their own personal data using a self-service portal. Managers are required to process and authorise employee and establishment requests through the portal. The council has a vision for a workforce which is:</p> <p>“Flexible, well-skilled and engaged in taking a proactive role in the development of new ways of working for the benefit of the residents of Oxfordshire.”</p> <p>Three principles underpin the service and support that HR offers to the organisation. These are:</p> <ul style="list-style-type: none"> • Understand and be responsive to the needs of our customers (managers & staff), and provide high quality advice; • Make the most of our people and physical resources to be flexible and agile; • Treat staff with dignity and respect in changes that lead different ways of working or working for different organizations <p>Facilities Management/property procurement</p> <p>Delivery Team</p> <p>The delivery of day-to-day Property & Facilities Services is managed in partnership with Carillion Capita. The Corporate Facilities Management Service oversees areas such as premises health and safety, management of meeting rooms, management of cleaning standards/site management standards, site security/access control cards and office waste management.</p> <p>The Facilities teams provide a face to face reception service and also:</p> <ul style="list-style-type: none"> • Postal services • Managing meeting rooms across the county, including video conferencing • Equipment and MFD management <p>Strategy Team</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> • Promotion and acting as Corporate Landlord • Defining policy in respect of the council’s assets • High-level feasibility and options appraisals <p>Programme Office</p> <p>The Programme Office act as the portal for new work and monitor, prioritise and ensure that resources within Property &</p>
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	<p>Facilities are optimised working in partnership with Carillion Capita.</p> <p>Performance Analysis</p> <p>The Performance team is responsible for performance and information for the Children, Education & Families Directorate. The team provides performance reports, intelligence and analysis in line with strategy to mitigate risk and enable and support services to improve. They collect and analyse a wide variety of information in order to meet statutory requirements, monitor performance and assist the Council, its partners and directorates in planning. The performance team supports the adoption team with collation of data for the ALB and Adoption Scorecard. They also assist with any request for data relating to FOI enquiries.</p> <p>Communications: internal and external</p> <p>The Council has a dedicated Fostering & Adoption Recruitment Team but is able to draw on support from the Council's Communications team in areas such as:</p> <ul style="list-style-type: none"> • media relations • internal communications • marketing and consultations • design • digital communications and social media <p>Legal Services</p> <p>Legal Services provides key legal and corporate governance advice to all directorates of the council. There are four main legal teams, each led by Principal Solicitors. Of relevance to the RAA are the following:</p> <p>Childcare</p> <ul style="list-style-type: none"> • Provides legal advice and support on child protection and youth justice. • Attends and advises on legal proceedings before the Family Court. • Provides specialist advice on adoption and fostering. • Provides specialist advice on criminal injuries compensation claims. <p>Conveyancing</p> <ul style="list-style-type: none"> • Advises on legal aspects of all property matters including property management affairs, joint-use agreements, leases and licenses. <p>Litigation</p>
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	<ul style="list-style-type: none"> • Represents the council in all courts and tribunals. • Education (special educational needs tribunals, judicial review, school attendance issues). • All aspects of employment law (including TUPE). • Civil proceedings. • Prosecutions (including Trading Standards and the Fire Service issues). • Debt collection. • Community care (general advice and conduct of judicial reviews). • All aspects of adult services and mental health issues (except for contracts). • Data protection. • Freedom of information, environmental information regulations and information re-use regulations.
Are you planning to outsource any of the above functions in the medium term?	There are no plans to outsource any further functions in the medium term.
Financial	
What is your actual budget for children's social care in 2016/17? What key headings do you include in this (e.g. early help, children with disabilities)? Is this an increasing or decreasing budget over the previous years?	<p>The budget is £70m.</p> <p>This includes, Children's Social Care, Early Intervention services, Safeguarding, Services for Disabled Children, Youth Offending Service and a proportion of Central admin and overheads. The budget for this area has been increasing year on year over the past couple of years.</p>
What proportion of this is for adoption services?	£1.8m.
How much over or underspent was your children's social care budget in 2015/16 (compared to your forecast budget)?	£3.4m overspent
Are you expecting to have to make cost savings in children's social care over the next three years; if so, what percentage of the children's social care budget is this and how much is this in actual terms?	Yes, the CEF directorate and Children's Social Care strand is expecting to have to make savings over the next 3 financial year's in line with funding reductions to the Local Authority as a whole.

Is the authority as a whole expecting to make cost savings over the next three years; if so, what % of the budget is this?	Based on the 2016/17 Net Budget of £417.460m and savings of £61m to be made over the next 3 years the percentage of savings to budget is 14.6%. Gross budget is £798.005m – 7.6% of savings to budget.
Does your authority have financial reserves and, if so, to what level is this?	Financial reserves as at 01/04/2016:- Earmarked Reserves (excluding schools reserves) £85.478m. General Reserves (General Balances) £18.984m. Expected to reduce to £28.221m (earmarked reserves) and £17.500m (general balances) by 31/03/2020. (25% for net budget and 13.1% of gross budget).
Performance	
What was the date of your last Children's Social Care inspection and what was the outcome?	<p>In March 2016 Oxfordshire's Children's Social Care was inspected as part of a Joint Targeted Area Inspection. Ofsted, the Care Quality Commission, HMI Constabulary and HMI Probation undertook a joint inspection of the multi-agency response to abuse and neglect in Oxfordshire. This inspection included a 'deep dive' focus on the response to child sexual exploitation (CSE) and those children missing from home, care or education. A narrative outcome was published on 10 May 2016. This is an excerpt: <i>'Oxfordshire now has a highly developed and well-functioning approach to tackling exploitation. The local authority Strategic Lead for Child Sexual Exploitation provides clear direction and the Oxfordshire Safeguarding Children's Board (OSCB) effectively oversees this through its CSE sub-group.'</i></p> <p>Both our children's residential homes are regularly inspected and are currently GOOD with excellent examples in practice and outcomes.</p>
What was the outcome of your last Ofsted inspection which included Adoption; what date was it?	<p>The last Ofsted inspection report (Single Inspection Framework for LA Children's Services) which included Adoption was in June 2014. The overall judgment was GOOD. All key areas, including Leadership & Management and Adoption, were judged to be GOOD.</p> <p><i>'Oxfordshire's adoption service operates with a clear emphasis on quality and timeliness. It uses the National Register to identify potential placements and has increased the number of family finding staff. It has a knowledgeable, committed and enthusiastic workforce. These factors contribute to good outcomes for children. Oxfordshire places a high priority on securing permanent homes for children. The drive to increase the number of adoptive placements has proved effective. In 2013–2014, Adoption Orders were made for 44 children. This is an increase of 38% on the previous year. The local authority has identified the need to increase the number of adoptions of children over 5 years and, as a result of effective targeting and recruitment, 13 adoptive placements were made in 2013–2014 for children aged 5 years and over. Where there are potential delays in the adoption process they are carefully monitored, and the reasons understood. Most such</i></p>

	<p><i>cases are of children with particularly complex needs. The local authority prioritises the need to find the right placement for children with complex needs even when this impacts upon overall timeliness statistics.'</i></p>
Describe how your adoption service is currently managed	<p>The Corporate Parenting Manager has overall responsibility for the Adoption Service (approx 30 members of staff). The Principal Social Worker and Service Manager for Children with Disabilities share the role of the Agency Decision Maker. The Service Manager (Adoption, Permanence & Fostering) provides the operational management of the service. The Adoption Advisor manages the work of the 3 Adoption and Permanence Panels run by the county and, in addition, has responsibility for developing policy and managing outside contracts with providers of services for adoption. The Adoption Team is managed by 2 managers. One is primarily responsible for recruiting and assessing prospective adopters and one is primarily responsible for family finding and matching children with prospective adopters, both within and outside Oxfordshire. The Team keeps approved adopters informed about children needing placement and supports them in finding 'good matches.'</p> <p>The Adoption and Permanence Support Team has a Team Manager who has the role of Adoption Support Service Adviser (for post order support), and manages all aspects of adoption support including the Adoption Helpdesk, the Birth Relative Support Service and the Letterbox Service.</p> <p>The Recruitment Team, which is shared with the Fostering Service, deals with enquiries from the public and the first stages of the application process for adopters. This team also organises marketing and recruitment campaigns to encourage local people to apply to adopt and to recruit adopters for specific children.</p> <p>Non Agency and Step Parent Adoption Services are currently provided by sessional workers and Adoption team staff. Sessional Social Workers undertake some adoption home studies when required.</p> <p>Administrative support staff includes a full time specialist adoption panel administrator, together with team administrators. The Adoption and Permanence Support Team has a full time specialist administrator who provides administrative support to the Letterbox Service.</p> <p>The Children's Social Care Teams, taking advice from the Adoption Team, provide services for children: assessing their needs, planning and preparing children for adoption.</p>
What are your authority's key development & performance objectives for adoption over the next three years?	<p>The aims, objectives, principles and values of Oxfordshire's Adoption Service are set out in the Statement of Purpose 2016/17. A copy of the Statement of Purpose may be found at https://www.oxfordshire.gov.uk/cms/content/what-adoption</p> <p>An annual report on the management, outcomes and financial state of the Adoption Service is completed each year to demonstrate whether the agency is effective and is achieving good outcomes for children and/or service users. This is presented to the Corporate Parenting Panel in April of each year</p>

	<p>with a six monthly interim report in October of each year. A copy of the annual report may be found at</p> <p></p> <p>Adoption Service Annual report 2015 1</p> <p>The key objectives for the Adoption Service for 2016/17 are as follows:</p> <ul style="list-style-type: none"> • Recruit more adopters for children aged 0-5 years, given the increased number of children in this age group with adoption plans • Continue targeted recruitment of adopters for sibling groups, disabled children and children from BME groups • Continue to approve more adopters with dual approval with a view to offering at least 4 Fostering-For-Adoption placements. • Undertake a review of policies and procedures at Stage 1 of the adopter assessment process to improve timescales for completion • Review the child's pathway with the children's teams to facilitate closer and earlier family finding • Continue work to make full use of the Adoption Support Fund • Continue to grow and develop adoption support services in relation to demand and recent changes in legislation • Continue to work with other local authorities/VAAAs, with a view to forming a Regional Adoption Agency.
How are these monitored and reported?	Adoption managers meet monthly where managers report on progress against objectives. Managers produce quarterly reports on key areas of performance (recruitment, family finding and Adoption and Permanence Panel activity). The Adoption Service reports to the Corporate Parenting Panel every 6 months.
What is your authority's escalation and resolution policy	<p></p> <p>resolution_and_escalation_pro.docx</p>
What partner organisations do you routinely work with in adoption services and what have been the outcomes of this work?	<p>Adoption South Central Consortium:</p> <p>Oxfordshire is a member of The Adoption South Central Consortium. This is an initiative between 10 local authorities and two voluntary agencies. (Oxfordshire, Hampshire, Surrey, West Sussex, Brighton and Hove, Portsmouth, Southampton, Reading, East Sussex, the Isle of Wight, PACT and Cabrini) The aim of the Consortium is to share resources and expertise, particularly around family finding for children and widening the choice of prospective adopters earlier and more streamlined inter-agency work. We had also been exploring a broader collaboration, considering sharing of places at preparation groups and other adopter training events, and whether we could bring together and streamline adopter recruitment. The initial fruits of this endeavour were very encouraging, with a significant rise in</p>

interagency placements amongst these agencies for children who would have usually waited longer for adoptive placements. The agencies which are part of this Consortium are now focussing on the Regionalisation plans, but there remains good contact and co-working over family finding. Recent feedback by one of the agencies was *"I just wanted also to thank you for your support of (prospective adopters); they have found it a very positive experience working with you. I also felt that our good working relationship helped them as I was able to say very honestly how confident I was in Oxfordshire. I hope we will be able to work together again at some point."*

Adoption Link: We work with Adoption Link (Link Maker) and were one of the first agencies to subscribe - we strive to be one of the agencies who respond in the requested timescales usually at 100% , compared to the average of 75%
We have many placements made through adoption link, reaching a peak (53 children placed) in 2014-15. We have matched 21 children since April this year.

Medical Advisors to Oxfordshire's Adoption and Permanence Panel

We have very good working relationships with this group who provide very thorough and helpful medical reports. Six monthly meetings are held with medical, legal and Adoption staff to discuss practice issues. Medical advisors often go the extra mile to meet with prospective adopters and will do their best to prioritise urgent requests for medicals.

The **Designated Nurse for Looked After Children** provides a medical service to children with adoption plans until their adoptions are finalised. The **Child and Adolescent Mental Health Service (CAMHS)** and Primary CAMHS provide specialist mental health services for adopted children and their families.

The Adoption Team also works with a number of key internal partners, as follows:


Legal Advisers in the County child care team provide advice and support to staff and Adoption Panels on all aspects of adoption. They are a stable team with significant experience, interest and expertise in adoption. Some solicitors have lead responsibility for adoption and represent the legal team at meetings such as the legal and medical adviser meeting.

Oxfordshire's Virtual School supports the educational needs of children being placed for adoption.

Oxfordshire's Attach Team (Attaining Therapeutic Attachments for Children) works with adopted and looked after children and their carers in order to strengthen attachments and prevent disruption. It provides advice to adopters and therapeutic interventions for children and their adoptive families if required. The team includes clinical psychologists, a family therapist and a specialist senior practitioner.

The **Residential and Edge of Care Team** is available to provide intensive hands-on support if adopters are experiencing

	<p>extreme difficulties in their relationship with their child or are dealing with complex behaviour that may lead to family breakdown.</p> <p>The Multidimensional Treatment Foster Care Programme (MTFC) MTFC may be involved in some cases of Looked After Children with adoption plans who are placed with specialist MTFC foster carers before their placement for adoption. MTFC is part of the Oxfordshire fostering service, offering a specialist foster care treatment programme for children aged 3-11. The programme aims to enable a small number of children who have the most complex emotional, behavioural and developmental needs to be placed in short term treatment foster care placements where they will learn the skills needed to live in families on a permanent basis, either returning to live with birth families or moving on to permanence through adoption or fostering.</p> <p>When children who are on the MTFC programme are placed for adoption, their new adopters may continue to receive the services of the MTFC team in the transitional period after their move.</p> <p>SECUG: Oxfordshire is a member of the South East Group of Local Authorities which meets quarterly to discuss policy and practice issues in Adoption. This has been a very helpful forum to assist us in keeping abreast of developments in the field and networking opportunities.</p>
<p>Do you already have contracts with third parties/voluntary agencies for the delivery of adoption services? If so, please state, for each:</p> <ul style="list-style-type: none"> • The service contracted out and name of organisation • The value of the contract • The length of the contract • How the contract is managed, including an example of KPIs 	<p>Inter-country Adoption Oxfordshire County Council commissions a service from IAC Adoption Agency for those who wish to adopt from overseas. IAC also carry out adoption welfare supervision on behalf of the County in respect of children from overseas placed with adopters in Oxfordshire, until an Adoption Order is granted.</p> <p>The value of the contract is for 1 year (to 31/03/17). The annual fee for the service is £5,564.83 plus VAT for general subscription and assessment services and a fee of £270 per application. The Centre for Adoption (registered as Inter-country Adoption Centre).</p> <p>Adoptive Parent & Special Guardian Buddy Scheme The value of the contract is £4920 for one year (to 31/03/17). The provider is responsible for the provision of one to one peer support to adoptive parents within the county, which includes responsibility for coordinating the scheme and providing training, supervision and telephone support to buddies. The provider is also responsible for matching buddies with adopters. The contract is managed via regular meetings; evaluation reports and service user feedback</p> <p>Provision of Adoptive Parent Education & Training scheme The provider is responsible for the delivery of training to prospective adopters as follows: Parenting skills for adopters x 3 (20 hours); Reflection workshops x 5 (20 hours total) The provider is also contracted to provide training to approved adopters as follows: Coping with teens (general and advanced 26 hours total) ; Dealing with Anger (10 hours total) and Let's</p>

	<p>Play (4 hour workshop) The value of the contract is £20,550 for one year to 31/03/17 The contract is managed via regular meetings; evaluation reports and service user feedback.</p> <p>Consultancy Services (in the form of an Independent Adoption & Permanence Panel Chair) The value of the contract is up to £19,500 per year based on sessional payments for chairing Panels and attendance of other meetings as required. The contract is for one year (until 31/03/16) Adoption Panels are held 3 x per month and the provider is responsible for chairing all three panels. The contract is managed by the Adoption Panel Advisor who oversees the running of Panel and receives feedback from Staff and adopters/foster carers.</p>
What would be the line management arrangements for the service manager of the new service; what capacity do you have to do this?	<p>If Oxfordshire were to host the Regional Adoption Agency the Service Manager would report to the Corporate Parenting Manager</p> <p>Current structure chart:</p>  <p>Corporate parenting structure chart 30 09</p>
Reputational	
How aware are your lead members about the RAA agenda and how supportive are they about the approach taken?	<p>The lead member for Children's services and other county councillors have been briefed about the RAA agenda at the Corporate Parenting Panel and will be kept informed about progress on a regular basis. Further stakeholder events will be taking place in the autumn and councillors will be invited to these.</p> <p>Councillors are proud of Oxfordshire's performance in achieving good outcomes for children through adoption. They are supportive of the principles informing the Government agenda to reduce delay in placing children for adoption where this is the desired outcome. However they will require reassurance that the high standard and quality of work currently achieved in Oxfordshire will be sustained following the formation of an RAA.</p>
How stable and experienced are your managers at DCS, AD and service manager level?	<p>The DCS has been in post since 2011 but will be leaving his post in March 2017. The process to recruit a successor is under way. The Deputy Director responsible for Adoption is one of two deputy directors and has been in post since 2015. She was promoted within Children's Services having worked in a number of senior manager roles in Children's Social Care.</p> <p>The Corporate Parenting manager has been in post since 2012. The Service Manager has managed the Fostering Service since 2009 and took on additional responsibility for the Adoption Service in 2012 having previously held the post of Service Manager for Looked After Children in Oxfordshire.</p>
How do your customers view your current adoption service – what evidence do you have of customer satisfaction?	<p>Oxfordshire Children's Social Care is committed to providing good quality services and welcomes feedback about services it delivers and purchases. For example, a recent complaint highlighted delays in stage one of our adoption process. As a result of this the Adoption Advisor undertook a review of timescales for stage one assessments of adopters approved in 2015/16. This highlighted some areas for improvement and an</p>

	<p>action plan has been put in place to improve timescales for completion of stage one assessments.</p> <p>The following feedback was received in the year 2015/16:</p> <p>Adopter feedback on the Adoption process:</p> <p><i>"I wanted to let you know that I spoke to someone yesterday who was enquiring about adoption. She said she had contacted several Local Authority agencies but had decided to apply to Oxfordshire because she had found Emma (enquiry officer) very friendly and helpful in her initial telephone contact - much more welcoming than the responses she had received elsewhere. She added that she had been to several Information Evenings and found ours to be the most informative; she liked the fact that it was friendly and informal and she said it was great to hear an adopter tell their story. "</i></p> <p><i>"We have no comparison to other local authorities, but we are so grateful we went through this process in Oxford."</i></p> <p><i>"From our first introductory meeting and right the way through to this final point, we have been truly blessed with some of the best support, advice and experience."</i></p> <p><i>"We would like to thank all of you at Oxfordshire Adoption Team. There are not enough adjectives in the Oxford dictionary to fully express our praise and gratitude. "</i></p> <p><i>"We wanted to take a moment to thank you formally for supporting us through our home study period. We have truly enjoyed the experience; you are beautifully articulate, warm, genuine and real. We will never forget you and will always be grateful for your incredible contribution. We know you will say 'it's my job' but it's more than a job; your words and amazing ability to communicate could potentially/will hopefully change our lives".</i></p> <p>Feedback from those attending the Adoption & Permanence Panel (this includes feedback from workers as well as applicants, adopters or foster carers); comments have included:</p> <p><i>"Panel was a very positive experience. Panel members and Chair put us at our ease which really helped to calm the nerves."</i></p> <p><i>"We are glad we attended, even though it was nerve-wracking. It was excellent, welcoming, knowledgeable and thoughtful."</i></p> <p><i>"We felt the whole experience was positive and were very glad we went."</i></p> <p><i>"There was a full house of panel members which is always daunting, especially for the size of the room."</i></p> <p><i>"The distance and traffic made Panel a 7 hour trip – is Skype or something similar possible?"</i></p> <p>Preparation and training</p> <p><i>"M feels the Preparation group and process of becoming an</i></p>
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adoptive parent is changing him. He stated he was firstly adverse to meeting birth parents but now thinks there are many positives."

"I am learning how I can be positive re-building a child's life".

"The training has changed my thinking, a real education about adoption".

Post Adoption Support

Annual Adoption Picnic The 2016 picnic in early June was attended by 131 adoptive parents and 102 adopted children - some continuing to drive several hours to this popular event - and was supported by many staff members from across the Adoption and wider Children's teams.

"Thank you all so much for such a wonderful Fun Day on Saturday. The atmosphere was lovely and we really enjoyed ourselves."

"It was our first Adopt Fun Day and our new son (aged 5) had a ball and loved being with other forever children and families!"

"All the face painting, bouncy castles, calm bottles, art, dancing etc. added to the excitement!"

"Massive thanks to you and your colleagues for giving up your time to plan and run such an amazing event. You were all so friendly and welcoming and we had the best time!! I am genuinely looking forward to next year (presuming of course we're invited!)"

AdOpt Programme OCC took part in an evaluation programme in 2015-16, which necessitated running 2 AdOpt programmes.

"I used the 'breaking things to do' module on Friday night as it was S & P's sleepover party so it was excellent and I used it for all their friends too explaining what needed to be done rather than saying 'now get ready for bed'....this course is brilliant!"

"I used all the positive techniques for everything - the transformation has been amazing ...there is also lots of difference with how much calmer they are with us noticing and commenting on what good things they keep doing and praising them - they are relishing it!" (adoptive parent)

"I spoke with C, who loves the programme... she said it has been (almost) life changing! She advised me that you may be running an evening programme and I was wondering if you could you let me know the dates etc" (adoption professional).

"They put me in touch with Oxfordshire County Council who run a special course for adoptive parents, which has been so helpful" (information taken from VAA website)

Adults Affected by Adoption

"Thank you very much for the information about my adoption...It was particularly helpful to have the support of a professional with experience of adoption matters and I now feel buoyed by the information about my birth father and his background and family. I feel more grounded in a way, and I hope that I can

	<p>now move forward and feel less uneasy about my past" (adult adoptee).</p> <p>Support for Birth relatives <i>"Thank you for arranging the meeting for us. It was managed very smoothly and was just the right length of time. G was very pleased to see her grandparents and it was a positive meeting for her."</i></p> <p>Support from specialist teams Some children are in a Multi Treatment Foster Care placement prior to an adoptive placement. The ATTACH team may also have already been working with the child prior to an adoptive placement. The expertise within the MTFC team and the ATTACH team have greatly contributed towards the transitions these children needed to make.</p> <p>Feedback: <i>"I have needed considerable support since the placement of my child, and cannot fault the support I have received".</i></p> <p>Individual work with adopters and adopted children: <i>"We now have a correct Life Story book which is really well written and T consulted with me throughout the writing of this. She helped me secure a place at a great school once we moved out of area. We moved to get a better school for our children's needs and this has been achieved really quickly and both girls will benefit from being in a smaller school where everyone knows them. The support we had was excellent from T."</i> (adoptive parent)</p> <p><i>"Also, just wanted to let you know this is the happiest I've been in a long, long time. I have both families in my life now ... I also want to thank you for everything you've done for me because without you who knows where I'd be? I know I was going off the rails before I met you and you put me back on the right track and now everything in my life is good and I don't have to worry about anything anymore. I think if I try hard I'll have a really good future. Thank you so much for everything you've done. I really do appreciate everything!"</i> (16 year old adoptee)</p> <p>Buddy scheme Oxfordshire has a scheme to link adopters with a buddy and also with an adopter for peer support.</p> <p>Feedback: <i>"Having J as a buddy helped me through one of the most difficult periods in my life. I've gained a few more grey hairs, but have also gained a belief that I can get through even the most challenging of times, and this is something I hope I can draw on in the years ahead. She helped me stay on the right side of sanity (well mostly!) and without judging or lecturing, gave me thoughtful advice and the benefit of her own hard won experience. I hope that in some small way, I have also helped her in her journey through family life and that she and the other buddies continue their brilliant work"</i> (adopter)</p> <p>Feedback from court/other professionals:</p>
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	<p><i>"The family finders work closely with the children's social workers and with foster carers, and are often called upon to give evidence in the Care Proceedings, which is much appreciated"</i></p> <p><i>"Just to let you know that the court made the placement orders for the girls today. Many thanks for your help. Your evidence in court was brilliant". (LAC Team Manager)</i></p> <p><i>"I just wanted to say thank you for this morning. One of the most useful things for me was hearing you (Birth Relative Support Worker for Oxfordshire) talk. I will certainly consider contact arrangements for siblings closely when submitting final care plans for the court in future" (county solicitor)</i></p> <p><i>"I felt it important to acknowledge the exceptional working relationship that has developed between Adoption Support and REoC, specifically from my perspective the relationship with the move on team. My staff felt both included and supported in trying to achieve sustainable objectives for the young people and families they have been working with. It has felt very positive the way the team has embraced the REoC offer."</i></p> <p><i>In the meantime I wanted to pass on to you and your managers that I received positive feedback about the high quality of your social work, written work and oral evidence from the barristers at this hearing.</i></p>
What do your staff think of working for you – what evidence do you have of staff satisfaction?	<p>In 2016 a staff survey was carried out with all county council staff. The response rate was 45%, which is very high.</p> <p>The key findings were as follows:</p> <ul style="list-style-type: none"> ➤ 85% believe that they can make a difference in their role ➤ 85% are clear about what is expected of them at work ➤ 76% feel that their manager listens to and values your opinions and ideas ➤ 75% feel that finding ways to do things differently or better is encouraged in their team ➤ 71% feel their manager takes an active interest in their personal development <p>Peter Clark (County Director)'s response to the survey was as follows: <i>"What that tells me is that on a team level, we know our business, we feel supported and we are achieving good outcomes for people. I am heartened by your level of commitment and positivity, especially during these difficult times, and I would like to thank you all".</i></p> <p>Adoption staff feedback</p> <ul style="list-style-type: none"> • <i>I feel very well supported and listened to. I enjoy being encouraged to find solutions and ways to improve our practice and I feel valued as a team member.</i> • <i>I came to Oxfordshire in 2012, having been employed in a previous local authority for a number of years. I found the Adoption teams and all the staff to be incredibly welcoming the managers very clear about work expectations and supportive; I have felt very valued for the experience I brought into the job and trusted to get on with it!! The quality of social work practice and supervision I have experienced has been of a very high</i>

	<p><i>standard. Oxfordshire in my experience has a very innovative and creative Adoption Service and can think outside of the box! The adoption practitioners all work well together to make sure the best outcomes for children. I work within an adoption support service that has a very dedicated and experienced team of staff who are willing to share their knowledge with each other and colleagues in other teams. I have always felt part of the organisation and feel very fortunate to be employed here.</i></p> <ul style="list-style-type: none"> <i>I have been in the Adoption Team since December 2014. It is a very positive and supportive team where everyone shares advice and expertise so I feel I have learned a lot in the relatively short time I have been in the team. I have really appreciated the supervision I receive from my Manager. I learn a lot from discussions in supervision and even between supervision sessions I know can seek advice whenever any issues arise. I also feel able to seek advice from senior practitioners and from colleagues in the team either during team meetings or just on a day to day basis, so there is a real sense of being part of a team. It helps to know that there is a lot of experience and expertise within the team and in the other teams who are on hand to discuss issues, eg the Adoption Support Team, the Birth Relative Support Worker and Attach. I enjoy the variety of the work - adopter assessments, family finding and delivering training to adopters.</i> <i>I have been a social worker with Oxfordshire County Council since 2009. I therefore know a lot of colleagues from Looked After Children, Family Support Teams and Fostering Teams which helps when liaising with colleagues. I think it is very positive that I know the Area Manager and Corporate Parenting Manager; I feel able to approach them directly if appropriate and I feel that they have very good knowledge of the work of the Adoption Team.</i> <p><i>"OCC encourages development and creativity and ensures staff are supported to achieve good outcomes for children and adoptive parents".</i></p> <p><i>What has been good about working for Oxfordshire adoption team: The team allows all workers to build on their strengths and interests; this ensures that as a team we bring a wide variation of skills and therefore high quality services for all service users.</i></p>		
What are your vacancy and staff turnover rates in your children's social care service and in adoption teams?	<p>Children's teams: Please see information below.</p> <p>Adoption Teams: Recruitment and retention of Adoption staff is good. We have an experienced, stable staff group, low vacancy rate and very low turnover rates in the Adoption team. In the past year 2 team members have resigned from their posts. This was for family reasons; in each case, due to relocation.</p> <table border="1"> <tr> <td>Children's Social Care</td><td>Adoption</td></tr> </table>	Children's Social Care	Adoption
Children's Social Care	Adoption		

		Teams	Teams
	Vacancy Rate	13.84%	4.98%
	Turnover Rate	17.89%	2.65%
Do you have a stable workforce in Adoption?	We have a very stable workforce in the Adoption Service.		
What percentage of your staff are agency staff in children’s social care and the adoption service?	We currently have 19% casual and agency staff in Children’s Social Care. We have no agency staff in the Adoption Service.		
Please add any further information which you think may be of assistance			

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CABINET – 22 NOVEMBER 2016

STAFFING REPORT – QUARTER 2 2016/17

Report by Chief HR Officer

Introduction

1. This report provides an update on staffing numbers and related activity for the period 1 July 2016 to 30 September 2016. Progress will be tracked throughout the year on the movement of staffing numbers from those reported at 31 March 2016 as we continue to deliver our required budget savings. We also continue to track reductions since 1 April 2010 to reflect the impact on staffing numbers as we progress with our Business Strategy.

Current numbers

2. The staffing number (FTE) as at 30 September 2016 was 3430.58 employed in post. These figures exclude the school bloc. We continue to monitor the balance between full time and part time workers to ensure that the best interests of the Council and the taxpayer are served. The numbers as at 30 September 2016 were as follows - Full time 2480 and Part time 1715. This equates to the total of 3430.58 FTE employed in post.
3. The changes in staffing numbers since 31 March 2016 are shown in the table below. A breakdown of movements by directorate for this financial year is provided at Appendix 1.

	FTE Employed
Reported Figures at 31 March 2016 – Non-Schools	3513.72
Changes – actual	- 83.14
Reported Figures at 30 September 2016 – Non-Schools	3430.58

Quarter 2 Update

4. We remain committed to redeploying displaced staff wherever possible. This is getting more difficult as staffing numbers reduce across the Council. There were two redeployments this quarter.
5. An HR approval process is in place. It has recently been re-launched as part of the transformation programme to ensure rigorous challenge takes

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place before any recruitment goes ahead, and that all alternatives have been considered. This is aimed to help deal with future reductions as a result of budget cuts, and to ensure our employees are deployed in the most efficient and cost effective way. Checks will be made to ensure posts which have been progressed to advert have been given the necessary approval.

6. We recognise that operational services are critical and cannot be left without any cover. Prudent use of agency staff is therefore deployed to ensure continuity of service. In common with all employers, the council deploys agency staff as cover for instances of maternity leave, illness and short-term gaps in recruitment where a permanent replacement is not due to arrive until sometime after an employee has left. As part of the re-launched recruitment freeze, a review of all temporary arrangements including agency, interims and casuals is taking place.
7. The cost of agency staff this quarter is reported as £2,665,692. A review of all temporary arrangements across the Council, including agency arrangements, is taking place with a view to ending 50% by the end of March 2017.
8. We will continue to track progress on staff number movements during the year ahead. The overall reduction in FTE employed since 1 April 2016 is 2.36%. The Council has seen a reduction of 35.07% in FTE employed since 31 March 2010.

Accountability

9. Staffing numbers continue to be monitored rigorously. All requests for recruitment are reviewed by the Deputy Directors, HR Business Partners, Directorate Leadership Teams and the Chief Finance and HR Officers. Only posts which are considered business critical will be authorised.

Recommendation

10. The Cabinet is RECOMMENDED to note the report.

STEVE MUNN
Chief HR Officer

Contact Officer: Sue James, HR Officer, 07393001069.

25 October 2016

STAFFING REPORT 30 SEPTEMBER 2016

DIRECTORATE	FTE Employed at 30 September 2016	Changes in FTE Employed since 31 March 2016	Cost of Agency Staff * £
CHILDREN, EDUCATION & FAMILIES	1143.70	-51.64	1,083,630
PUBLIC HEALTH	21.63	-0.33	16,350
SOCIAL & COMMUNITY SERVICES	629.17	-60.48	1,098,450
COMMUNITY SAFETY	335.03	-6.71	0
ENVIRONMENT & ECONOMY	377.29	-9.57	338,675
CORPORATE SERVICES (includes Transformation)	719.47	57.48	128,587
CULTURAL SERVICES	204.29	-11.89	0
TOTAL	3430.58	-83.14	2,665,692

Please note: Where employees are absent eg on maternity leave or long term sick and have been temporarily replaced, both the absent employee and the temporary employee will have been counted.

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Division(s): N/A

CABINET – 22 NOVEMBER 2016

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

Cabinet, 20 December 2016

- **Senior Management Review - Proposed Structure** Cabinet, Leader
 To consider the outcome of the Senior Management Review and comments from other committees, and approve implementation of the proposed structure. 2016/127
- **2016/17 Financial Monitoring & Business Strategy Report - October 2016** Cabinet, Finance
 Financial report on revenue and capital spending against budget allocations, including virements between budget heads. 2016/073
- **Service & Resource Planning Report - 2016/17 - December 2016** Cabinet, Finance
 To provide an update on the service and resource planning process for 2016/17. 2016/074
- **Concluding Report of the Income Generation Cabinet Advisory Group** Cabinet, Finance
 Cabinet will be presented by the concluding report and recommendations of the Income Generation Cabinet Advisory Group which has been active in its current guise since April 2015. 2016/117

Cabinet Member for Education, 15 December 2016

- **Space Standards for New Primary Schools in Oxfordshire - Proposed Changes (Early Years and SEN Provision)** Cabinet Member
 To seek approval of the revised space standards for the construction of new primary and secondary schools and to delegate the approval of further changes to the space standards to the Director of Environment & Economy in consultation with the Director of Children, Education & Families. for Education, 2016/076

Cabinet Member for Children & Family Services, 15 December 2016

- **A Strategy for Unaccompanied Asylum Seeking Children**

To note and seek approval of the strategy.

Cabinet Member
for Children &
Family Services,
2016/116