

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 17 July 2012 at 2.00 pm

County Hall, Oxford, OX1 1ND



Joanna Simons
Chief Executive

July 2012

Contact Officer: **Sue Whitehead**
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<i>Councillors</i>	Membership
Ian Hudspeth	- <i>Leader of the Council</i>
Rodney Rose	- <i>Deputy Leader of the Council</i>
Arash Fatemian	- <i>Cabinet Member for Adult Services</i>
Nick Carter	- <i>Cabinet Member for Business & Communications</i>
Louise Chapman	- <i>Cabinet Member for Children & the Voluntary Sector</i>
Melinda Tilley	- <i>Cabinet Member for Education</i>
Kieron Mallon	- <i>Cabinet Member for Finance & Police</i>
Hilary Hibbert-Biles	- <i>Cabinet Member for Growth & Infrastructure</i>
Mrs J. Heathcoat	- <i>Cabinet Member for Safer & Stronger Communities</i>

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 25 July 2012 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: 18 September 2012

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 Rachel Dunn on (01865) 815279 or Rachel.dunn@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 - 6)

To approve the minutes of the meeting held on 19 June 2012 (**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. Future Arrangements for Call Receipt, Mobilising & Incident Management for Oxfordshire County Council Fire & Rescue Service (Pages 7 - 120)

Cabinet Member: Safer & Stronger Communities

Forward Plan Ref: 2011/192

Contact: Colin Thomas, Deputy Chief Fire Officer Tel: (01865) 855206

Report by Deputy Chief Fire Officer (**CA6**).

The Fire Control rooms in Oxfordshire Fire and Rescue Service (OFRS) and Royal Berkshire Fire and Rescue Service (RBFRS) both receive emergency calls via 999/112 and direct from alarm receiving centres and other emergency services. This is a statutory function identified within the Fire and Rescue Service Act 2004. Trained staff assess the call details and determine and mobilise the appropriate response. They then support the ongoing resource needs of the incident, relaying information to responsible officers and partner agencies and support the incident as required.

Following the termination of the National FiReControl project an alternative course of action is required to secure an effective and resilient control room operation for Oxfordshire. Discussions have been taking place with Royal Berkshire Fire Authority to identify the most effective joint approach to the delivery of fire control services across both authority areas.

The Thames Valley Fire Control Service (TVFCS) programme will deliver a single joint control room with a fully functional secondary control room and “remote buddy ” Fire and Rescue Service.

The programme has three strategic aims:-

An improved service to the public and our firefighters

Improvements in securing uninterrupted service to all fire control users, both addressing the urgent need to replace legacy systems and make use of the latest technology for dealing with periods of exceptional workload, and;

The delivery of financial efficiencies. The anticipated gross efficiency saving across both Services is approximately £10M over the 15 year life of the joint control room. The programme if approved by Oxfordshire County Council and Royal Berkshire Fire Authority will be completed in 2014.

A public consultation has been undertaken, the outcomes of which are included in the report.

The Oxfordshire County Council Cabinet is RECOMMENDED:-

Subject to:-

- 1. the decision of the Royal Berkshire Fire Authority to approve the relocation of the Royal Berkshire Fire and Rescue Service HQ site from Dee Road, Reading, to Calcot, West Berkshire, and***
- 2. the approval of Royal Berkshire Fire Authority’s subsequent decision to proceed with the TVFCS Programme,***

to:-

- (a) Approve the progression of the programme to create a joint control room with Royal Berkshire Fire Authority***
- (b) Confirm the future location of the primary control room as Calcot, Berkshire***
- (c) Confirm the future location of the secondary control room as Kidlington, Oxfordshire***

- (d) Approve the apportionment methodology**
- (e) Approve the creation of the a Joint Committee and the underpinning legal arrangements**
- (f) Delegate to the Chief Fire Officer:-**
 - i. authority to sign the legally binding programme partnership agreement which will include the decision of the lead authority for employment matters**
 - ii. authority to sign the legally binding steady state partnership agreement**
 - iii. the identification of and arrangements with the remote buddy FRS**
- (g) Require the Programme Sponsoring Group to ensure the human resources strategy maximises the opportunities to support control staff throughout the programme**
- (h) Require the Chief Fire Officer to ensure business continuity plans are in place to maintain the continued effectiveness of the respective control room up to the point of transition into the single joint control**
- (i) Require the Chief Fire Officer to support the appointed Members' of the TVFCS Joint Committee to provide strategic direction and track benefit realisation.**

7. Academies Strategy - Improving Educational Provision in Oxfordshire Through the Development of Academies (Pages 121 - 132)

Cabinet Member: Education

Forward Plan Ref: 2012/084

Contact: Frances Craven, Deputy Director for Education & Early Intervention Tel: (01865) 815498

Report by Director for Children's Services (**CA7**).

This paper builds upon the Cabinet paper and decision of 14 February 2012, which outlined the national policy context for Academies and some of the local challenges, including a failure to promote high standards of education and an unplanned drift towards Academy status in the absence of a clear Local Authority policy.

Over the last three to four months considerable work has been undertaken with schools and others to firm up the Council's position, raise awareness of the issues of conversion and help a significant number of schools to move towards Academy status.

This paper details a policy statement regarding Academies, key principles and the project approach needed to implement the policy and principles.

A decision is required on agreement of the policy and principles.

The Cabinet is RECOMMENDED to:

- (a) Note the progress made since its last report in February 2012.***
- (b) Approve the Policy in relation to Academies at Annex 1, and in particular the headline position which is:***

- ***The County Council wishes to support all schools to become academies. The Council recognises that this is a process and some schools will be at different stages in taking this step.***
- ***The Council wishes to encourage Governing Bodies and the leadership of the school (Headteachers and leadership teams) to consider how they might become an academy as part of a larger group of schools. This is to ensure that schools are not isolated and are mutually supportive of each other in raising attainment standards.***
- ***The Council will ensure that support services for schools continue to be available, whether they are provided in-house or through the commercial market place. We will not seek to retain them in-house unless there is strategic value in doing so, but will work with schools to ensure they have access to services.***

8. Education Strategy (Pages 133 - 136)

Cabinet Member: Education

Forward Plan Ref: 2012/063

Contact: Frances Craven, Deputy Director for Education & Early Intervention Tel: (01865) 815498

Report by Director for Children's Services (**CA8**).

The Education Strategy is designed to support a transformation shift in standards across the county's schools. The report provides details on the progress that has been made on the Education Strategy since Children's Services Scrutiny Committee considered the draft strategy in February 2012, together with information on the key strategic strands. A decision is now required in relation to the document 'Strategy for Change - Improving Educational Outcomes in Oxfordshire.'

Cabinet is RECOMMENDED to agree the Strategy for Change – Improving Educational Outcomes in Oxfordshire.

9. Treasury Management 2011/12 Outturn (Pages 137 - 154)

Cabinet Member: Finance & Police

Forward Plan Ref: 2012/034

Contact: Hannah Doney, Financial Manager – Treasury Management Tel: (01865) 323988

Report by Assistant Chief Executive & Chief Financial Officer (**CA9**).

The report sets out the Treasury Management activity undertaken in the financial year 2011/12 in compliance with the CIPFA Code of Practice. The report includes Debt and Investment activity, Prudential Indicator Outturn, changes in Strategy, and 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 Treasury Management Activity in 2011/12.

10. 2012/13 Financial Monitoring & Business Strategy Delivery Report - May 2012 (Pages 155 - 208)

Cabinet Member: Finance & Police

Forward Plan Ref: 2012/033

Contact: Kathy Wilcox, Principal Financial Manager Tel: (01865) 323981

Report by Assistant Chief Executive & Chief Financial Officer (**CA10**).

This report focuses on the delivery of the Directorate Business Strategies which were agreed as part of the Service and Resource Planning Process for 2012/13 – 2016/17. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of May 2012. Amendments to the 2011/12 Statement of Accounts that change the Revenue and Capital Outturn Report considered by Cabinet on 19 June 2012 are included in Part 3. The Capital monitoring and Capital Programme Update is included at Part 4.

The Cabinet is RECOMMENDED to:

- (a) note the report;***
- (b) approve the virement requests set out in Annex 2a;***
- (c) note the updated Treasury Management lending list at Annex 7;***
- (d) approve the updated Capital Programme at Annex 9 and the associated changes to the programme in Annex 8c.***
- (e) note the updated position for the 2011/12 revenue and capital outturn and the updated position on balances and reserves.***

11. Witney the Way Forward (Pages 209 - 212)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2012/085

Contact: Tracey Dow, Highways & Transport Service Manager Tel: (01865) 815707

Report by Director for Environment, Economy & Customer Services– Highways & Transport (**CA11**).

This report sets out the proposed actions following the Secretary of State's decision not to confirm the Compulsory Purchase Order and Side Roads Order for the Cogges Link Road following the Public Inquiry.

It sets out how the County Council will work in partnership with West Oxfordshire District Council and other key stakeholders in a programme of work that will identify an alternative approach to addressing the transport problems of Witney.

The Cabinet is RECOMMENDED to:

- (a) ***note the decision not to pursue the extant planning permission in light of the outcome of the Public Inquiry into the Compulsory Purchase Order and Side Roads Orders;***
- (b) ***affirm its commitment to work in partnership with West Oxfordshire District Council to develop and deliver an affordable alternative transport strategy for Witney; and***
- (c) ***instruct officers to seek to re-negotiate developer funding agreements that have an imminent longstop date so any monies held can be used to deliver transport infrastructure improvements in Witney***

12. Developing the Thriving Communities Agenda (Pages 213 - 218)

Cabinet Member: Children, and the Voluntary Sector

Forward Plan Ref: 2012/062

Contact: Lorna Caldicott, Thriving Families Programme Manager Tel: (01865) 328543

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

For several years, through the Family Intervention Project and the 'Breaking the Cycle of Deprivation' programme, the council has been working to help and support some of the most resource-intensive and vulnerable families in Oxfordshire.

Recently the government has announced a new Troubled Families programme that is being rolled out nationally, including in Oxfordshire.

'Thriving Families' is the term that we will use in Oxfordshire to refer to the work that will be done to support these families, building on the Family Intervention Project and our approach to Breaking the Cycle of Deprivation approach. We will also fully exploit the resources of the European Social Funding for Families with Multiple Problems.

It is intended that the additional resources now available through the government's Troubled Families programme will be used to create a sustainable model, mainstreaming our existing approach so that by April 2015 we have fully integrated our approach within the Early Intervention Service. This will mean that the programme becomes embedded as core council business, and ensure delivery over the longer term.

The attached report sets out the proposed approach in detail.

The Cabinet is RECOMMENDED to note and approve the Council's response to the Government's Troubled Families initiative.

13. Alteration of Age Range and Establishment of Sixth Form at The Warriner School, Bloxham (Pages 219 - 254)

Cabinet Member: Education

Forward Plan Ref: 2012/055

Contact: Diane Cameron, School Organisation Officer Tel: (01865) 816445

Report by Director for Children's Services (**CA13**).

This report follows a statutory notice period relating to the governing body's proposal to extend the age range of the school from its current 11-16 status to include post-16 students by establishing a Sixth Form.

The governors propose to establish a Sixth Form at The Warriner School and increase the number of sixth form student numbers slowly in order that existing staff may be trained or experienced staff recruited.

In September 2012 some post-16 students on roll at OCVC will be attending The Warriner School to study joint-hosted courses. From 2013 the proposal is that these students and others will be moved on to roll at The Warriner.

Funding for additional accommodation is available from S106 contributions, already received, from nearby housing development.

A final decision is now required on whether to approve the proposal.

The Cabinet is RECOMMENDED to approve the extension of the age range at The Warriner School, Bloxham to include post-16 provision, and to agree the Stage 1 (Outline Business Case) project delivery budget of £32K to enable the capital project to proceed to Full Business Case.

14. St Edburges CE Aided Primary School (Pages 255 - 290)

Cabinet Member: Education

Forward Plan Ref: 2011/135

Contact: Diane Cameron, School Organisation Officer Tel: (01865) 816445

Report by Director for Children's Services (**CA14**).

This proposal is directly related to the development of 1585 new houses in Bicester, known as the Kingsmere development. In November / December 2010, the governing body at St Edburges CE (A) Primary School Bicester ran a public consultation to gauge opinion on the proposal to expand the school from 1 to 2 form entry and to alter the lower age range to admit 3 year olds. As a consequence of the proposal, the school would be relocated to the Kingsmere development and become its designated area school in a new purpose-built building.

This report follows the completion of the statutory notice period (Stage Two) and requires a final decision to be made on the proposal.

The Cabinet is RECOMMENDED to approve the permanent expansion of St Edburg's CE (A) Primary School, Bicester and the alteration to its lower age range with effect from 1 September 2014.

15. St Ebbe's CE (A) Primary School, Oxford Expansion to 2fe (Pages 291 - 302)

Cabinet Member: Education

Forward Plan Ref: 2012/076

Contact: Barbara Chillman, Pupil Place Planning Service Manager Tel: (01865) 816459

Report by Director for Children's Services (**CA15**).

The governing body's proposal is to increase the school admission number (at F1 entry) from 45 to 60. Because the published admission number for 2012 and 2013 has already been published, the school's admission number can only now formally change from September 2014. However, the school has agreed to accept over its official admission number in 2012 and has written into its policy for 2013 that it may agree to do the same to work with the Local Authority to meet demand for places.

To accommodate this growth in pupil numbers, there will be some extension of the school's buildings, and a feasibility study is underway to investigate how this can best be provided.

A decision is now required on whether to support the governing body in their publication of a statutory notice and proceeding to Stage Two of the statutory process in seeking formal representations.

The Cabinet is RECOMMENDED to support the governing body's wish to publish a statutory notice for the expansion of St Ebbe's CE (A) Primary School, Oxford.

16. Appointments 2012/13 (Pages 303 - 316)

Cabinet Member: Leader

Forward Plan Ref: 2012/010

Contact: Geoff Malcolm, Committee Officer Tel: (01865) 815904/Sue Whitehead, Committee Services Manager Tel: (01865) 810262

Report by County Solicitor & Monitoring Officer (**CA16**).

To consider member appointments to a variety of bodies which in different ways support the discharge of the Council's executive functions.

The Cabinet is RECOMMENDED to agree the appointments as set out in the Annex to this report.

17. Forward Plan and Future Business (Pages 317 - 318)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager (01865 810262)

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 **CA17**. 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, 19 June 2012 commencing at 2.00 pm and finishing at 2.24 pm

Present:

Voting Members: Councillor Ian Hudspeth – in the Chair

Councillor Rodney Rose
Councillor Nick Carter
Councillor Mrs J. Heathcoat
Councillor Melinda Tilley

Other Members in Attendance: Councillor Alan Armitage (Agenda Item 8)
Councillor Roz Smith (Agenda Items 6 & 7)

Officers:

Whole of meeting Joanna Simons (Chief Executive); Sue Whitehead (Law & Culture)

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.

71/12 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillor Chapman, Councillor Fatemian, Councillor Hibbert-Biles and Councillor Mallon.

72/12 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 22 May 2012 were approved and signed.

Cabinet approved an erratum to the minutes of the Cabinet meeting held on 17 April 2012 and the resolution as corrected is set out in full below.

57/12 2011/12 Financial Monitoring & Business Strategy Delivery Report - February 2012

RESOLVED to:

- (a) note the report;
- (b) approve the supplementary estimates as set out in Annex 2e;

- (c) agree the creation of the new reserves as set out in paragraph 44 to 48;
- (d) approve the new capital schemes and budget changes set out in Annex 10c; and
- (e) approve virements for financial year 2012/13 included in Annex 9.

73/12 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor David Turner had given notice of the following question to Councillor Nick Carter:

" Would the Cabinet confirm that the policy of only spending the £3.86M central government grant on Broadband in areas of Oxfordshire where the download speed is lower than 2.0 Mb/s is still in place and advise in broad terms what we might expect to get in terms of speed and Countywide coverage in the future for the combined investment from Government, OCC's matched funding, use of OCN money and private sector funding?"

Councillor Nick Carter replied:

"The national programme of broadband improvement will only improve services to approximately 70% of Oxfordshire by the end of 2015. The Council's programme, agreed in February 2012, remains in place and to have "superfast" broadband available to 90%. "Superfast" means speeds in excess of 24 Mb. The further aim is to have a minimum 2Mb in place for the remaining 10% of the county. The programme is intended to establish the necessary infrastructure on which commercial organisations can deliver broadband services. The Council will not be delivering broadband services. The budget for the current Council led broadband programme comprises:

£3.86 Million from BDUK (Government funding)

£3.86 Million from OCC as matched funding for the BDUK contribution

£6.14 Million from OCC to enable us to cease the OCN by 2015

Through a procurement process, in common with similar programmes running elsewhere, we aim to secure a private sector partner who will make at least the same matched funding ie approximately £14 Million. The necessary procurement is now in progress and we expect to secure a private sector partner by the end of 2012."

Supplementary: Councillor David Turner referred to the National Rural Community Broadband Fund aimed at those 10% of people that Councillor Carter is seeking to help. Applications to the Fund are needed by 6 July and applicants are being asked to look at and engage with the local Broadband Plan. This was not currently on the Council web site and Councillor Turner sought assurance that it would be put on there speedily. Councillor Carter gave an assurance that he would ensure the Plan or details of it were on the web site and get back to Councillor Turner.

74/12 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The following requests to address the meeting had been agreed:

Item 6 – Councillor Roz Smith, Shadow Cabinet Member for Finance & Police

Item 7 – Councillor Roz Smith, Shadow Cabinet Member for Finance & Police

Item 8 - Councillor Alan Armitage, Opposition Deputy Leader

75/12 REVENUE AND CAPITAL OUTTURN 2011/12 AND REQUESTS FOR CARRY FORWARDS

(Agenda Item. 6)

Cabinet considered a report that set out the revenue and capital outturn for 2011/12 and showed how actual expenditure and income for the year compared to the budgeted position. It also included proposals for carry forwards from 2011/12 to 2012/13.

Councillor Roz Smith, Shadow Cabinet Member for Finance and Police noted the need for the Council to make savings and referred to the revenue underspends predicted which could be read with concern if they meant that services were stretched. Councillor Smith highlighted the level of general balances and commented that the Liberal Democrat Group would query why the balances were so high. Referring to the School Balances she asked that any balances recovered from schools be spent locally. The Leader responded to the comments made.

RESOLVED: to:

- (a) note the revenue and capital outturn, and the year end position on balances and reserves as set out in the report;
- (b) approve the carry-forwards and virements as set out in Annex 2;
- (c) **RECOMMEND** Council to approve the virements greater than £0.5m for Children, Education & Families, Social & Community Services and Environment & Economy Directorates as set out in Annex 2b;
- (d) agree that the surplus on the On-Street Parking Account at the end of the 2011/12 financial year, so far as not applied to particular eligible purposes in accordance with Section 55(4) of the Road Traffic Regulation Act 1984, be carried forward in the account to the 2012/13 financial year.

76/12 2012/13 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT - APRIL 2012

(Agenda Item. 7)

Cabinet considered the first in a series of regular reports for 2012/13 that covered the period to the end of April 2012 for both revenue and capital budgets. The report focused on significant issues around the on-going delivery of the Directorate Business Strategies. These were approved by Council in February 2011 and subsequently reviewed as part of the 2012/13 Service & Resource Planning process.

Councillor Roz Smith, Shadow Cabinet Member for Finance & Police, commented that the Liberal Democrat Group recognised the risks involved in making savings and there were known unknowns that had led them to put more money into adult services in their proposed budget in February. The Leader recognised that there were indeed known unknowns but that the Council was committed to making medium term savings.

RESOLVED: to:

- (a) note the report;
- (b) approve the virement requests set out in Annex 3a;
- (c) approve the creation of a new reserve for Thriving Families as set out in paragraph 31;
- (d) note the updated Treasury Management lending list at Annex 4.

77/12 CORPORATE PLAN PERFORMANCE AND RISK MANAGEMENT REPORT FOR THE 4TH QUARTER 2011

(Agenda Item. 8)

The Cabinet considered a report setting out progress made toward the Corporate Plan priorities for the period between January and March 2012.

Councillor Alan Armitage, Opposition Deputy Leader stated that the report was a useful summary of progress that was frank about areas where targets had not been met. However he referred to a number of areas where he suggested that progress was over stated and it was premature to refer to major achievement These included breaking the cycle of deprivation, broadband, energy usage.

Cabinet noted that the report was the end of year position and reflected the targets agreed by the Council.

RESOLVED: to note the report.

78/12 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 9)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with amendments to the Forward Plan published last week.

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

..... in the Chair

Date of signing

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OXFORDSHIRE COUNTY COUNCIL CABINET 17th JULY 2012

FUTURE ARRANGMENTS FOR CALL RECEIPT, MOBILISING AND INCIDENT MANAGEMENT FOR THE OXFORDSHIRE COUNTY COUNCIL FIRE AND RESCUE SERVICE

Report by Chief Fire Officer

Introduction

1. The Fire Control rooms in Oxfordshire Fire and Rescue Service (OFRS) and Royal Berkshire Fire and Rescue Service (RBFRS) both receive emergency calls via 999/112 and direct from alarm receiving centres and other emergency services. This is a specific statutory function identified within the Fire and Rescue Service Act 2004. Trained staff assess the call details and determine and mobilise the appropriate response using sophisticated Information Communications Technology (ICT) systems. They then support the ongoing resource needs of the incident, relaying information to responsible officers and partner agencies and support the incident as required. In between calls they manage staffing and availability issues, undertake wider administrative actions and perform out of hours contact functions.
2. In December 2003 the government announced a mandatory project to replace all local control rooms with an interlinked network of regional control centres. This project, known as FiReControl, was terminated in December 2010.
3. Oxfordshire officers were given discretion to engage fully to secure available benefits¹, despite OCC formal opposition to FiReControl. Meanwhile, with OCC funding, critical items of Fire Control ICT infrastructure were replaced². However, the legacy core mobilising system remains unchanged and with increasing age will eventually become unsupportable.
4. Royal Berkshire Fire Authority supported the FiReControl project and, whilst some aspects of fire control systems have been updated, the legacy core mobilising system still requires urgent replacement.
5. A separate national mandatory programme called FireLink, replaced the previous analogue radio system with a secure digital system (Airwave) allowing interoperability with other emergency services. The provision of Airwave allows technical advancement, especially when deploying new core mobilising systems. This includes the move of day to day radio traffic from voice to data transmissions allowing automation of routine messages and reduced staff workload.

¹ This resulted in all station end equipment being replaced and Mobile Data Terminals being fitted to fire appliances

² This included the main telephony based ICT system in the control room

6. In 2011 the government announced further one off grant funding³ for securing “resilience and efficiency” improvements in all English Fire and Rescue Authorities (FRAs), recognising that the FiReControl Programme had resulted in many FRSs having increasingly antiquated control room systems requiring urgent replacement.
7. The three Thames Valley Fire Authorities⁴ began working together on a joint programme to create a single joint control. OCC Cabinet and Royal Berkshire Fire Authority (RBFA) approved this approach in September 2011. Buckinghamshire chose to progress alternative arrangements with Cambridgeshire and Suffolk.
8. RBFA in their decision gave discretion to proceed with only two Authorities. In a delegated decision in February 2012, the OCC Cabinet Member for Safer and Stronger Communities approved progressing with the programme with Oxfordshire and Royal Berkshire only.
9. In November 2011 Oxfordshire and Berkshire submitted a joint bid to the Department of Communities and Local Government (DCLG) and in March 2012 secured a total of £3.6M to invest in the programme.
10. OCC Cabinet and RBFA are now in a position to consider the proposal to create a single joint control room. The success of the grant bid provides sufficient capital and revenue funding to deliver the entire programme and provides for all necessary Information Communications Technology (ICT) equipment, premises costs and programme staffing implications.
11. The outline business case identifies that after programme delivery, that in “steady state” the joint fire control will not only deliver revenue savings but provides for all future renewals funding for the life of the programme. Endorsement of the proposal will remove the requirement for any anticipated, future fire control capital funding from both the OCC and the RBFA during the life of the proposal and will create a renewals fund for any subsequent replacement system required at the end of the joint arrangements.

Exempt Information

12. None

Programme Proposal

13. Subject to OCC Cabinet approval the programme will, by April 2014, deliver a single joint control room with a fully functional secondary control room and

³ Up to £1.8M per authority

⁴ Oxfordshire County Council, Royal Berkshire Fire Authority and Buckinghamshire and Milton Keynes Fire Authority

“remote buddy⁵” Fire and Rescue Service. Together this is called the Thames Valley Fire Control Service (TVFCS) programme. In the interim, the programme will deliver increased ability to offer uninterrupted service to all fire control users. This is often referred to as “resilience.” In the longer term, third parties will be encouraged to receive their Control Services from the new Thames Valley Fire Control Service on an income generation basis.

14. The proposed joint arrangement is based on a 15 year period from transfer to the single control room (2014 – 2029) to ensure maximum return on investment.
15. The programme has three strategic aims:-
 - An improved service to the public and our firefighters
 - Significant resilience improvements, both addressing the urgent need to replace legacy systems and make use of the latest technology for dealing with periods of exceptional workload,⁶ and;
 - The delivery of financial efficiencies.

In addition the programme seeks to improve firefighter safety by the provision of further relevant and timely information to staff.

16. A “Concept of Operations” has been produced by OFRS and RBFRS Officers and approved by the Programme Sponsoring Group. It sets out:-
 - Clarity at a strategic level on the over-arching concept for the TVFCS
 - Details of other sources of information to underpin the over-arching concept, such as business needs, processes, & requirements, convergence products and other related documents; and
 - Shows how the key elements of the design of the organisational, processes and technology contribute to the over-arching concept.
17. This programme is by its nature technical due to the central importance of ICT in any emergency service control room. However, whilst the ICT is important; the main issues in the programme are those of change management and people. The ability, motivation and professionalism of staff are fundamental to service delivery. .
18. The proposal is not unique. Other FRSs are also pursuing collaborative approaches. Examples include the Cambridgeshire, Suffolk and Buckinghamshire programme identified above; with Suffolk transferring all call receipt and mobilising to Cambridgeshire in October 2011. The Isle of Wight FRS successfully transferred all call receipt and mobilising to Surrey FRS in

⁵ A “remote buddy” has the ability to take overflow calls from a FRS experiencing either periods of very high workload or as a fall-back if the primary fire control is unavailable for any reason. 999/112 and other emergency calls are routed automatically (overflow) to the remote buddy, they receive the call, and take mobilising actions that could either be the passing of the details back to the joint control for action or in some circumstances mobilising Oxfordshire fire crews directly.

⁶ As experienced by many FRSs in July 2007 as a result of widespread flooding

March 2012. In the North West, Cumbria FRS transferred its fire control to Cheshire FRS in June 2012 as an interim position before moving into the North West fire control which will serve both these FRSs and Greater Manchester and Lancashire FRSs. The TVFCS programme will build upon the lessons learnt in these other programmes and the programme team are in active dialogue with a number of them.

19. With the exception of the North West programme, the above arrangements all operate on a provider and purchaser model. This is a notable difference when contrasted with the TVFCS proposal. Our single control will operate under joint governance arrangements ensuring that both the OCC and the RBFA have direct ownership and control over the strategic direction and performance of the joint control.

Scope of activities and operational alignment

20. All core activities currently undertaken in either control room will be part of the future joint control. Currently both control rooms undertake out of hours administrative actions duties. The joint control will continue to do this. OFRS fire control also undertakes limited other corporate work, in particular being the mobilising function for the OCC Emergency Planning Officers and being the central link in information cascade to the OCC Chief Executive or Duty Director. These activities are envisaged to transfer to the joint control. In future it may be possible to accommodate further activities on behalf of OCC or other local authorities.
21. A dedicated Operational Alignment work stream is in place to identify operational alignment issues and create joint arrangements that meet both organisations' needs. This work stream will also address areas of concern, often put forward by some stakeholders relating to potential loss of local knowledge of current control staff. There are two main issues.
 - a. Potential loss of local geographic knowledge. This proposition fails to recognise that whilst local knowledge in control rooms may occasionally be fortuitously beneficial, it is the local crews attending incidents that hold and benefit directly from local knowledge. This aspect will not change under this programme. Other authorities such as London and Strathclyde successfully provide services on a much larger geographic scale, demonstrating that local geographic knowledge is not essential to control room operations. In addition the programme will provide control room staff with additional technology to assist in identifying caller location. Whilst this is not always the location of the incident, the assistance of such systems, supplemented by professional staff, will address this issue.
 - b. The second issue relates to the need to ensure that control staff are fully aware of both organisations' policies and procedures relevant to mobilising, incident management and support arrangements. The operational alignment workstream will adopt the standardised products

being created within the South East Fire and Rescue Services Operational Policies and Procedures programme⁷. This is an ongoing programme, supported by all nine South East FRSs and designed to create standardisation. Where this approach is not possible, a single joint policy between OFRS and RBFRS will whenever possible be created and adopted. On the rare occasions that this approach is not possible, ICT systems and staff professionalism allow for individual service arrangements and staff will be provided specific training in these areas. The programme goal is to minimise differing procedures where possible but also allow for individual variation where necessary to enhance firefighter safety or improved public service delivery.

Programme Mandate

22. A programme mandate has been created and agreed at Officer and Elected Member level. This identified a number of drivers for this programme. They include:-
- The urgent need to replace aging legacy equipment which has previously not been replaced due to the former FiReControl project.
 - The absolute need to reduce expenditure on future systems by working in partnership
 - The need to improve our service delivery arrangements, particularly in periods of very high workload⁸ via a remote buddy Fire and Rescue Service that can take calls and mobilise resources to life threatening calls. The widespread flooding in July 2007 is illustrative. The subsequent national “Pitt Review” made relevant recommendations that are being met by the programme
 - The need to meet the business continuity requirements placed upon us under the Civil Contingencies Act 2004
 - The significant and sustained reduction in incident numbers attended by both FRSs over the last 10 years has had a perverse effect, increasing the costs per call handled. This is due to the fact that individual stand-alone controls cannot reduce staffing numbers below minimum criteria due to resilience reasons. This increase now results in it being cost effective to invest in networking systems to address this effect
 - The need in the longer term to ensure systems maintenance and replacement expenditure is minimised by cost sharing
 - The need in the longer term to ensure that system replacement costs are factored into a “whole life cost” approach which identifies funding from efficiencies which reduces risk of financial shortfall when systems require replacement. This has the effect of removing the need for OCC

⁷ Whilst a South East initiative this has now been adopted by further FRSs and is now called the OPAP group

⁸ Sometimes known as “spate” conditions

and RBFA to allocate future capital funding to maintain the effectiveness of the control function for the foreseeable future.

23. There are a number of other benefits in progressing the proposal which are not immediately quantifiable. These include future increased operational effectiveness, and potentially efficiencies, by:-

- enhancing opportunities to adopt wider South East standardised operational procedures allowing consideration of joint training or procurement decisions due to standardisation
- the sharing of operational equipment and specialist officers between OFRS and RBFRS (both of which will improve cross border mobilising arrangements)
- potential collaboration in replacing other back office ICT systems; and
- facilitating compliance with improved ICT security standards allowing connection to the Public Services Network.

Programme Governance Arrangements

24. Programme governance arrangements have been established with a Member led Programme Sponsoring Group (PSG) with responsibility for overall strategic oversight and direction for the programme. There is a combined Services Programme Board with the responsibility for the management and delivery of the programme. The OFRS Deputy Chief Officer is the Programme Senior Responsible Owner, reporting to the PSG and chairing the Programme Board. A Memorandum of Understanding (MOU) has been agreed and signed with Member approval between both organisations. Subject to political approval to proceed, the MOU will be replaced by a legally binding partnership agreement. The arrangements ensure the interests of both Authorities are protected during the programme.

25. The Royal Berkshire Fire Authority (RBFA) has specifically arranged an additional meeting during the evening of the 17th July 2012. This meeting will take a decision on the proposal to proceed with the RBFA Headquarters move from Dee Road Reading to the identified site in Calcot West Berkshire. This decision will precede the decision on the progression of the TVFCS programme. The TVFCS programme can only proceed if the decision is taken to proceed with the Headquarters relocation. If the decision to relocate the Headquarters site is not approved by RBFA the TVFCS programme will be required to reassess the location premises strategy before making a decision to proceed. As a result, the OCC recommendations are required to be caveated on the basis of the approval of the Headquarters relocation programme.

26. In order to publically demonstrate high level political commitment to this project Cllr Paul Bryant from the RBFA is expected to address the OCC Cabinet Meeting. The Member for OCC Safer and Stronger Communities will address the RBFA meeting.

Location

27. The Programme Board delivered a work package which examined the options for the preferred location of the single joint control. This was based on a set of essential and desirable criteria and recognised the financial realities of only two Services now being party to the programme. As a result only FRS Headquarters sites are considered viable options, it no longer being financially possible to provide the joint control in a new and neutral site. Detailed reports including full assessments by the Centre for the Protection of National Infrastructure and a numerical assessment of the individual factors has been created.
28. The premises report identified that whilst either proposed location was capable of providing the single joint control room, the Royal Berkshire proposed HQ location in Calcot was objectively considered the better of the two options. This was mainly due to its ability to comply fully with the premises essential and desirable requirements and the detrimental consequences on accommodation provision and displacement of other functions within the OFRS HQ due to the need to expand the current control floor space if selected as the primary control.
29. The main issue in comparing options is that the current OFRS control has significant physical restrictions (it is a 1980s extension above a previous single storey fire appliance room) whereas the RBFRS option will be a purpose built room reconfigured as part of a building refurbishment programme which will become the new RBFRS Headquarters. This option has fewer restrictions and allows for later expansion if needed due to provision of control room services to other FRSs choosing to purchase a paid service.
30. On the 11th June 2012 PSG reviewed the premises location selection report which is attached as Annex 1. PSG noted the details and endorsed that Calcot should form the preferred location of the primary control and Kidlington the secondary control and that this should be put to both Authorities in their meetings on the 17th July 2012.
31. The programme also delivers arrangements for a “remote buddy” FRS which will allow calls not answered within a prescribed time to be routed (overflow) to the remote buddy for them to answer and take mobilising actions as required. This arrangement is common across the Country and particularly necessary during spate conditions or generally busy periods. Remote buddy FRSs often work on a mutual basis offering this service for each other. For this reason it is necessary for a remote buddy to be physically remote so as to be in a differing weather pattern to minimise the potential of spate conditions occurring simultaneously. Oxfordshire and Royal Berkshire’s existing buddies are not geographically remote. They (Gloucestershire or Hampshire FRSs respectively) also cannot mobilise on our behalf, merely being able to answer the call and then pass it back to Oxfordshire / Royal Berkshire for action. As this project will identify a remote buddy which will be able to answer and take mobilising actions as required, the current arrangements identified above can

be significantly improved which will directly improve the service to the public and enhance firefighter safety.

32. In addition to the remote buddy the programme delivers a newly refurbished secondary control room in Oxfordshire. A non-staffed secondary control is necessary for resilience purposes and acts as a “fall back” should the primary control not be available for a prolonged time e.g. due to unplanned interruptions or planned maintenance. In this case the remote buddy provides an interim service whilst, depending on the circumstances prevailing, the staff from the primary control, if necessary relocate to the secondary control. Due to the relative proximity of Kidlington to Calcot this arrangement is considered effective.
33. The proposal if agreed will result in a secondary control being provided within the OFRS HQ site at Kidlington located in the space used by the current control. Limited remodelling and re-cabling will be required. The area will be put to an alternative dual use post transfer into the joint control to maximise financial benefits. All costs associated with the secondary control will be met from the DCLG grant so there will be no requirement for OCC capital funding.
34. The proposed location also allows the programme to be structured in a way in which secures maximum business continuity until the new joint entity is in operation. The new control room can be established and an extensive testing regime put in place whilst still allowing both current control rooms to continue operation. By adopting a phased approach to the programme the early resilience benefits can be delivered whilst also providing the mobilising system for the secondary control.

Consultation Arrangements

Public Consultation

35. A 12 week full public consultation, supported by initial and subsequent press releases, has been undertaken. The consultation closed on 6th July 2012.
36. To publicise and assist with the consultation process, the Programme Board initially circulated 200 copies of the document to staff and published the document on both Royal Berkshire and Oxfordshire websites.
37. Press releases (tailored to each FRS) were issued to Berkshire and Oxfordshire media, plus FRS specialist media, to highlight the launch of the consultation period. These generated some but not significant amounts of coverage in the local media. Further press releases were issued to mark the mid-way point of the consultation programme and remind members of the public that there was still time to take part. The consultation programme was also publicised internally in both FRSs.

38. The consultation process has, at the time of writing, received ninety-three responses. An oral update of any subsequent responses will be provided in the OCC Cabinet and RBFA meetings. Thirty-seven of the responses have been made through the Oxfordshire County Council consultation 'E Portal' and are anonymous and therefore these respondents cannot be specifically identified.
39. A consultation response report identifying the concerns and management responses is attached as Annex 2.
40. As it was considered probable that public interest in the consultation would be limited, two public engagement forums were arranged. These were hosted by Opinion Research Services⁹ (ORS) and were held on the 1st May 2012 in Reading Town Hall and the 2nd May 2012 in Oxford County Council main buildings. Both Business Change Managers, who are an integral part of the Joint Programme Board, were present at both meetings.
41. Forty-five members of the public from both Oxfordshire and Royal Berkshire attended the forums. The overwhelming view was that the proposal represented the best available option and it should continue to fruition with 93% of attendees having no preference to location other than to use the best identified premises from the two available. A full copy of the ORS report is attached at Appendix A to the consultation response report attached at Annex 2.
42. Two staff engagement forums, facilitated by Opinion Research Services, were held on Monday 18 June and Tuesday 19 June in Wallingford. Control staff from both FRSs were invited to take part in the events, with twenty-six staff electing to attend, out of a total of fifty-four eligible participants. The material from the events has been made available to those staff members who were unable to attend, along with staff members from the wider organisations.
43. Both staff engagement events were conducted and responded by staff in a very professional manner. However, staff were understandably concerned about the location decision and the implications for them personally. The main topics of discussion centred around 'spate' conditions, increased resilience and forecast efficiencies.
44. Staff were given 3 main criteria to summarise their views; Efficiency savings, Resilience and Desirability of the Programme. The overwhelming view is that staff are not convinced the final solution will generate efficiency savings, prove more resilient or that it is a desirable to proceed beyond stage 2 resilience to a single, joint control room. A copy of the ORS combined staff engagement report is attached at Appendix B to the consultation response report attached at Annex 2.
45. It is important to note that the staff engagement events have been held to fully identify the views of staff and to ensure they are fully included within

⁹ A specialist consultation company having extensive experience of the Fire and Rescue Service sector

programme deliberations. The events were not formal 'consultation' events in relation to employment issues.

46. Staff from both Control Rooms have been involved with the programme thus far with staff members attending equipment presentations, a recent communications conference and supplied with documents for the premises selection process. Regular face to face briefings continue to be undertaken with Control Room staff and a frequently answered questions section of the FRSs intranets has been set up.

Representative Body Information

47. Two joint OFRS and RBFRS information meetings with the Fire Brigades Union have been undertaken. In addition both FRSs are communicating progress and intentions within regular liaison meetings. Both FRSs are committed to continued consultation throughout the programme and will welcome constructive engagement with representative bodies. The full legal requirements for consultation with all staff will be met.

Alternative options

48. Previous OCC Cabinet and RBFA papers presented in September 2011 included alternative options. These included the retention of a stand-alone control, networked with other controls to create resilience for spate conditions and fall back due to systems failure or building denial (OFRS) and potential outsourcing to another FRS (RBFRS).
49. These alternatives whilst previously discounted still provide viable alternative means of securing service improvements, increased resilience and greater saving. However, taken holistically, the TVFCS proposal offers a more effective outcome and has the benefit of providing the basis upon which further opportunities and benefits can be built. This lends it to being put forward as the preferred option.
50. Should OCC Cabinet and RBFA not favour progression with the TVFCS partnership both individual Authorities would be required to reconsider their individual positions.
51. In Oxfordshire the most probable current alternative would be to retain a control room, networked with other FRSs. In Royal Berkshire the most probable alternative would be to seek to outsource to another FRS. Senior Service Managers are not recommending these options as it is believed that, all in all, the TVFCS proposal offers the best option available.
52. It is uncertain what view DCLG would take on any alterations to the stated intentions on which the grant was awarded. In either case, confirmation might be required from DCLG that the alternative proposals complied with the conditions of the grant award.

Staff, Financial and Other Implications

Staff Implications

53. Current authorised staff establishment levels in OFRS / RBFRS are 22 / 30 respectively. It is envisaged that in future, 30 staff will be required for the joint control but this is dependent on detailed staff and call modelling which is still underway. The sustained reduction over the last 10 years in incident numbers, the provision of a remote buddy and a move to extensive use of data rather than voice transmissions over the radio all reduce the need for current levels of staffing.
54. The following figures demonstrate the reduction in incident numbers in Oxfordshire and Royal Berkshire over a 10 year period. The reduction is in excess of 43%. The figures also reveal that in the early 2000s RBFRS mobilised to more incidents than the current combined total.

Year	OFRS	RBFRS	Total	Total authorised FTE ¹⁰ of watch based staff
2001/02	10,466	14,400	24,866	44
2002/03	9,352	13,515	22,867	48
2003/04	7,285	14,232	21,517	48
2004/05	6,717	12,190	18,907	48
2005/06	7,152	12,098	19,250	48
2006/07	6,626	11,905	18,531	48
2007/08	6,621	11,261	17,882	48
2008/09	6,008	10,436	16,444	48
2009/10	5,533	9,554	15,087	48
2010/11	5,763	8,375	14,138	48

55. Many other existing control rooms, even prior to further modernisation and combination programmes routinely handle the number of incidents envisaged with the indicative staffing numbers expected in the TVFCS.
56. Irrespective of the chosen location, a transparent and fair selection system for the staff from both FRSs will be conducted.
57. The full organisational design process will commence following the decision to proceed. It is intended that current staff and representative bodies will be consulted on this particular aspect of the programme as appropriate.
58. Both parties have endorsed the adoption of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) as best practice and are committed to support staff throughout the programme. Currently it is

¹⁰ Full-time equivalent (FTE) is a unit that indicates the workload of an employed person in a way that makes workloads comparable across various contexts.

envisaged that Royal Berkshire Fire Authority will become the employer of control staff although this is yet to be finally determined.

59. Both FRSs are committed to their staff and, within the requirements of a fair and transparent TUPE compliant personnel process, are determined to avoid as far as possible compulsory redundancies. It is planned for the joint control room to be fully operational by April 2014. This time period will allow a detailed staffing and human resources plan to be implemented which will facilitate an approach to maximise any identified opportunities for redeployment of control room staff.
60. Both RBFA and OCC have Human Resources staff experienced in supporting employees through similar transitions. This experience, supplemented for Oxfordshire fire control staff in wider potential redeployment opportunities of a County Council structure, will be put to maximum effect.

Financial Implications

61. The financial arrangements fall into two categories. These are the programme finances and the steady state financial outcomes. Both of these aspects are set out with further information within a Strategic Outline (business) Case which is available as a background document. This report summarises the main findings.

Programme

62. Programme funding requirements have been identified. The MOU contains a schedule of indicative spending requirements which will increase in certainty as and when detailed quotes are received following procurement exercises. Current assumptions are evidenced by knowledge of the market, indicative quotes and comparators. As is normal for programmes of this nature, a Final Business Case will be produced for the complete programme as soon as sufficient certainty is available.
63. OCC and RBFA jointly received £3.6M to secure resilience and efficiency improvements in their control rooms. All programme costs will be met from this funding source. The headline areas of expenditure include:-

Item	Capital £ '000	Revenue £ '000	Total amount £ '000
Programme staffing	¹¹ 184	224	408
Other staff costs	0	388	388
Estimated TUPE and redeployment costs	0	470	470
Premises costs	473	0	473
Technology	1,113	650	1,763
Remaining Contingency Fund			98
Total Programme Budget	1,770	1,732	3,600
DCLG Grant	2,600	1,000	3,600

64. The DCLG grant determination notice, specifies the ratio of capital and revenue within the grant. This does not correspond to the ratio of indicative expenditure and further financial work is underway to ensure full compliance with the capital governance procedures and grant conditions. Respective finance lead officers are confident that this will be achievable and does not represent a risk to the programme.
65. Due to differing starting points in the need to invest in our legacy systems and the fact that significant costs associated with the building are allocated to RBFA, the programme spend is not distributed equally between both parties. £2.1M will be spent in RBFA and £1.4M in Oxfordshire with £0.1M remaining in the contingency fund.
66. The MOU sets out the financial arrangements and responsibilities for the accounting authority. RBFA is the lead accounting FRS for the programme. OCC internal audit will be responsible for carrying out audits relating to the programme.
67. During and after the termination of the FiReControl programme the Public Accounts Committee took significant interest in the financial arrangements. It is envisaged that this will be repeated with the DCLG grant.

Steady state

68. The finance work stream, working with the wider Programme Board has examined the potential steady state costs. These are based on actual costs where known, or informed estimates where they depend on future procurement exercises. The following table sets out the current and projected steady state revenue costs, per year. All figures are based on 2012 prices.

¹¹ Staffing costs can be capitalised if they directly contribute to the creation of the asset

Expenditure and Projected Savings	£ '000
Current OFRS control expenditure	980
Current RBFRS control expenditure	1,329
Total current control expenditure	2,309
Total projected control expenditure	1,650
Total projected control saving	659

69. The total gross savings delivered by the TVFCS Programme equate to £0.659M per annum. This is 29% of current control budgets or £9.885M over the 15 year projected lifetime of the programme.
70. The total gross savings identified have reduced from those identified earlier in the programme and used within the public consultation process. This is due to greater clarity becoming available in some of the steady state costs as the business case has matured. The savings identified at this time are considered to be a minimum and further refinement of the business case may increase the gross savings identified.
71. Both FRs have considered the position regarding steady state costs. One option could be based on an equal division of these costs between the two joint partners. However, when considering this, activity levels and potential operational risk as identified by population and tax base are identified and the most important direct factors in the workload or potential workload and therefore revenue costs of the control room. Three metrics have been identified. These are:-
- Population – recognising that changing population numbers affect operational risk and activity
 - Tax base – recognising that changes in the numbers of properties affect operational risk and activity
 - Incidents attended – recognising the actual workload created by incidents attended and creating a positive incentive for reducing operational activity levels by proactive prevention activities.

This approach is set out below:-

Steady State Cost Apportionment Model						
	RBFRS		OFRS		Total	
	£	%	£	%	£	%
Population	865,000	57.02	652,000	42.98	1,517,000	100.00
Tax Base	336,149	57.85	244,920	42.15	581,069	100.00
Incidents Attended	8,375	59.24	5,763	40.76	14,138	100.00
Average % (population, tax base & incidents attended)		58.04		41.96		
		Rounded		Rounded		100.00
		58		42		

72. A proposal was endorsed at the PSG meeting on 11th June 2012 based on the equal weighting of the three components based on a three year rolling average of all measures. It was further agreed that this approach should be updated with relevant information annually, reviewed every three years after cut over, at any point a third party is provided a Service and on formal written request of either party. PSG Members agreed to recommend this approach to their respective authorities for decision.
73. Assuming that this approach is adopted, the effects are as shown below with a comparison of the 50:50 figures:-

Projected Expenditure	Oxfordshire £ '000	Royal Berkshire £ '000	Total £ '000
Current control expenditure	980	1,329	2,309
Projected joint control expenditure in steady state			1,650
Expenditure based on 50:50 basis	825	825	1,650
Expenditure based on 42:58 basis	693	957	1,650
Projected Savings			
Projected saving			659
Savings based on 50:50 basis	155	504	659
% of total saving	22%	78%	100%
% of individual FRS expenditure	16%	40%	NA
Savings based on 42:58 basis	287	372	659
% of total saving	44%	56%	100%
% of individual FRS expenditure	29%	28%	NA

74. The table above shows that, if the proposed apportionment of costs is approved, the gross savings are £287k and £372k for Oxfordshire and Royal Berkshire respectively. The respective proportions of the total savings are 44% and 56% respectively, equating closely to the apportionment formula. Both FRSs project a similar saving on their current control budgets of 29% and 28% respectively.

Steady state – additional revenue implications

75. However, there are three factors that require consideration before the above gross financial savings can be considered. These are:
- a. Core systems refresh. This additional cost represents the medium term replacement of essential items within the primary and secondary control rooms which cannot be dependent on joint agreement or an “ad hoc” approach and should be funded by an annual contribution to a

replacement fund. These costs are proposed to be apportioned on an equal basis.

- b. Individual FRS additional revenue consequences of aligning systems and procedures (e.g. uplift to digital radio provision in Oxfordshire and provision of additional Mobile Data Terminals¹² software licensing for both FRSs).
 - c. Individual FRS renewals funding for non-core medium and longer term renewals (e.g. mobilising equipment within individual fire stations and Mobile Data Terminals on fire engines).
76. None of the above costs are currently recognised within either FRS base budgets. Consequently, where any significant control room system replacement has been required, Officers have historically approached their respective authorities for capital funding.
77. For item a) above, if OCC or RBFA could not support a capital injection at the necessary time it would compromise the running of the function of the joint control and jeopardise the statutory function of both Authorities. This can be avoided by a clause within the steady state legal agreement requiring commitment to this critical funding. This equates to £93k pa, shared on an equal basis. The creation of this dedicated core system renewals fund ensures that during the period of the agreement the core system will be replaced as required to ensure continuing effectiveness and resilience.
78. In addition to the above, a method of funding b) and c) is required. The former represents an increase in revenue cost incurred as a consequence of systems alignment. The latter item represents renewals funding for station based mobilising equipment and Mobile Data Terminals etc. Both of these aspects are clearly identified in the detailed budget to avoid any possibility of uncertainty in the future. It is proposed that both of these revenue costs are funded by the individual FRS efficiency savings.
79. Due to the differing starting points of OFRS and RBFRS, b) and c) differ between the 2 FRSs. These costs will be borne in full by the individual FRS incurring them.
80. Full recognition of all three items reduces the net efficiency savings. This is set out below:

¹² Mobile Data Terminals (MDT's) are computer systems permanently connected to the mobilising system and other back office systems to provide information to firefighters or allow automated messages to be sent to control.

Item	Oxfordshire	Royal Berkshire	Total £ '000
Gross projected (apportioned) savings	287.0	372.0	659.0
Additional revenue requirements			Total
a) Core systems refresh	46.5	46.5	93.0
b) Additional revenue implications	56.6	16.9	73.5
c) Non-core systems refresh	33.2	28.9	62.1
Net financial savings	150.7	279.7	430.4

81. This approach also offers the added certainty that no further capital bids would be made by either OFRS or RBFRS for any currently foreseen aspect of control and mobilising equipment for the entire duration of the programme. To promote continued resilience this approach allows for a mid-life ICT upgrade and creates a renewals fund for a subsequent system after 15 years providing both authorities options for the future.

Legal Implications

82. Irrespective of the chosen governance arrangements, neither OCC nor RBFA can transfer the statutory responsibility for meeting the requirements of the Fire and Rescue Services Act 2004 to another party. Both parties remain individually responsible and accountable.
83. PSG have endorsed the recommendation that the steady state governance arrangements will be provided by the creation of a Joint Committee under Section 102 of the Local Government Act 1972. The committee can discharge any function of the appointing authorities, and advise on the discharge of any function. OCC and RBFA will delegate to the Joint Committee the strategic direction of the TVFCS. In addition the Joint Committee will track benefits realisation against performance measures proposed by PSG and approved by the Joint Committee.
84. One of the benefits of this approach is that it encourages a partnership style relationship rather than a contractual structure. The relationship will be of joint equal partners providing strategic direction of a single joint control. This relationship is not one of provider and purchaser.
85. A Joint Committee is not a separate legal entity and has no corporate status and therefore cannot own property or enter into contracts in its own right. Therefore the agreement between OCC and RBFA will set out which authority will have the primary responsibility for particular areas depending on the nature of the issue.
86. It is intended that the Joint Committee will be restricted to the minimum number of Members as is possible to ensure minimisation of governance overheads. OCC and RBFA will have the same number of voting Members. The Joint Committee will be advised by FRS Senior Officers as required.

87. The advantages to the establishment of a Joint Committee include:-
- They permit authorities to retain a Member level control over the arrangements¹³
 - Typically these arrangements fall outside the scope of the public procurement regime because of their administrative arrangements and no contract is entered into.
88. It is intended that, subject to approval to proceed, that the current MOU is replaced with a legally binding partnership agreement. This will regulate the continued programme governance arrangements. In addition it will require the formulation of the Joint Committee which will initially operate in shadow form.
89. In addition the PSG will ensure that the programme creates joint operational management structures and performance management arrangements for the day-to-day operational control of the TVFCS. This will be approved by the PSG and in due course the Joint Committee.

Risk Management and Business Continuity Implications

90. Risk management and recognition of business continuity requirements are central to the programme. The programme is structured in three phases. This allows resilience benefits to be delivered quickly. This approach is a direct response to meeting current and future statutory responsibilities and minimising organisational risk.
91. Programme and steady state risk management considerations are set out below.

Programme

92. A risk register is in place and is actively monitored by PSG and managed by the Senior Responsible Owner. There are a number of risks that will require active mitigation. None of these are considered to outweigh the risk that would otherwise be created by not progressing the programme. The risk register is available as a background document.
93. Early improvements in business continuity are made possible through the phased approach and early introduction of the ability to take calls and mobilise on a reciprocal basis.

Steady state

94. Steady state risk analysis applicable to the joint arrangements has been undertaken. This is available as a background paper. PSG and subsequently

¹³ For OCC as fire control is deemed an executive function, only members of the OCC Executive can be Members of the Joint Committee

the Joint Committee will be responsible for ensuring they are monitored and managed. There is little difference between these risks and the risks that currently exist with 2 fire control rooms.

Equality Implications

95. The Equality Act 2010 requires all public authorities to assess the impact of their policies on communities. In this context, policy is a general term that covers the TVFCS programme. A Service and Communities Impact Assessment (SCIA) ensures policies meet the diverse needs of the organisations' customers and wider stakeholders. This assessment is attached as Annex 3. The assessment is iterative and will be updated at significant decision points within the programme.
96. The assessment examines the programme from the public and staff viewpoints. In neither case is any identifiable detriment identified as a result of the programme.

RECOMMENDATIONS

97. **The Oxfordshire County Council Cabinet is RECOMMENDED:-**

Subject to:-

1. **the decision of the Royal Berkshire Fire Authority to approve the relocation of the Royal Berkshire Fire and Rescue Service HQ site from Dee Road, Reading, to Calcot, West Berkshire, and**
2. **the approval of Royal Berkshire Fire Authority's subsequent decision to proceed with the TVFCS Programme,**

to:-

- a. **Approve the progression of the programme to create a joint control room with Royal Berkshire Fire Authority**
- b. **Confirm the future location of the primary control room as Calcot, Berkshire**
- c. **Confirm the future location of the secondary control room as Kidlington, Oxfordshire**
- d. **Approve the apportionment methodology**
- e. **Approve the creation of the a Joint Committee and the underpinning legal arrangements**
- f. **Delegate to the Chief Fire Officer:-**
 - i. **authority to sign the legally binding programme partnership agreement which will include the decision of the lead authority for employment matters**
 - ii. **authority to sign the legally binding steady state partnership agreement**

- iii. **the identification of and arrangements with the remote buddy FRS**
- g. **Require the Programme Sponsoring Group to ensure the human resources strategy maximises the opportunities to support control staff throughout the programme**
- h. **Require the Chief Fire Officer to ensure business continuity plans are in place to maintain the continued effectiveness of the respective control room up to the point of transition into the single joint control**
- i. **Require the Chief Fire Officer to support the appointed Members of the TVFCS Joint Committee to provide strategic direction and track benefit realisation.**

Contact Officer:

Dave Etheridge
Chief Fire Officer
Oxfordshire County Council
Fire and Rescue Service
July 2012

Attachments

- Annex 1: Premises selection report
- Annex 2: Consultation response report and annexes A, B and C
- Annex 3: Service and community impact assessment (SCIA)

Background Papers

- Outline Business Case
- Programme risk register
- Steady state risk analysis

Thames Valley Fire Control Service

Premises Selection Process

ANNEX 1



Date:	1 st July 2012	Release:	Final
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Client:	Oxfordshire County Council/Royal Berkshire Fire Authority		
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Note: This document is only valid on the day it was printed

Approvals

This document requires the following approval:

- Programme Sponsoring Group

Thames Valley Fire Control Service (TVFCS)
Premises Selection Process

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Our Vision

“Thames Valley Fire Control Service; a strategic partnership between Oxfordshire and Royal Berkshire’s fire and rescue services which will provide a world class, resilient and cost effective emergency call handling, mobilising and resource management services that enhances public & firefighter safety”

Foreword

This document has been developed jointly by Oxfordshire County Council Fire and Rescue Service (OFRS) and Royal Berkshire Fire and Rescue Service (RBFRS).

1. Background

Oxfordshire Fire and Rescue Service are collaborating with Royal Berkshire Fire and Rescue Service on a programme to merge their two existing Control Rooms on a phased basis into a single, joint Thames Valley Control Room serving the areas covered by both FRSs with capacity for future expansion to include insourcing of work from other clients or customers. Within the Thames Valley Control Room it is intended to introduce the enhanced resilience, technology and functionality that were to have been delivered by the FiReControl Project, to the extent that this can be implemented without an overarching National model. The proposal will deliver a new service delivery model and realise significant financial efficiencies alongside enhanced resilience, performance and improved service to the public.

The primary objectives of this collaboration are:

- To improve the resilience of the Control Room function.
- To improve performance and reduce cost.
- To ensure the programme is integral in delivering the outputs demanded of both FRSs Integrated Risk Management Plans (IRMPs).
- To satisfy the core functions of the FRSs as defined in the Fire and Rescue Services Act 2004.

Thames Valley Fire Control Service (TVFCS)
Premises Selection Process

- To satisfy the statutory duty of both FRSs as category one responders as defined in the Civil Contingencies Act 2004.
- To enable wider integration within OCC services.
- To provide the capability for future expansion with other services.

Authority for sign off of this document will rest with Programme Sponsoring Group (PSG) in consultation with the Senior Responsible Officer (SRO).

2. Document purpose:

This document provides:

- Details of existing control room arrangements.
- The requirements for the Thames Valley Fire Control Service (TVFCS) joint control room.
- Details of proposed TVFCS configurations within each County of Oxfordshire & Royal Berkshire.
- The premises selection process of the two control room configurations with a recommendation to the PSG as to the preferred location of the TVFCS joint control room.

3. Existing Arrangements

3.1 OFRS and RBFRS each operate their own Control Rooms with in house fall back and third party alternates or buddy FRS arrangements. All provide only limited resilience as alternates and buddies cannot effectively mobilise assets on behalf of the primary Control Room. The level of emergency calls taken and incidents managed by any one of the two Control Rooms is relatively low and is not considered to be optimal or an efficient use of resources. The combined cost to the tax payer of providing these Control Rooms is in the region of £2.23m per annum.

3.2 OFRSs Control Room functions are undertaken from the Control Room on the headquarters site at Kidlington. This is supplemented with a secondary Control Room at Woodstock and fall back arrangements to Gloucestershire Fire and Rescue Service. The Control Room has an establishment of 22 Full Time Equivalents (FTE)¹ Control Room personnel including managerial support and day duty staff. A further 4 staff are temporary additions covering project work associated with control. It currently handles approximately

¹ Staff numbers for both OFRS & RBFRS have been updated to reflect the current position as at 30th May 2012

Thames Valley Fire Control Service (TVFCS) Premises Selection Process

72,600²calls each year of which 9,948 are emergency calls and 62,652 are administrative. OFRS Fire Control also mobilise Oxfordshire County Council (OCC) Emergency Planning staff and handle a number of non-critical calls each year on behalf of OCC.

3.3 RBFRSs Control Room functions are undertaken within the Control building on the headquarters site in Tilehurst, Reading. This is supplemented with a secondary control facility at the Whitley Wood Fire Station in Reading and a tertiary arrangement via 'Crisis Commander' software on strategically placed laptop computers. A mutual, manual fallback arrangement is in place with Hampshire Fire and Rescue Service. The Control Room has an establishment of 30 FTE, excluding the Station Manager. The Control Room handles approximately 79,978 calls a year of which 16,748 are emergency calls and 63,230 are administrative.

4. TVFCS Joint Primary Control Room Requirements

The Programme Working Group (PWG) were tasked with coming up with a number of requirements for the joint primary control room. These were based on the following factors:

- Space requirements for expected staffing levels with the ability for future expansion.
- Security arrangements (compliant with HMG Security Policy Framework V7 requirements).
- Modern facilities in order to fully support incident management & operational support.
- Welfare facilities for TVFCS staff
- Compliance with the Equalities Act 2010

The current RBFRS control room based at their Headquarters site in Tilehurst, Reading was built in 1998 and was originally designed as a Thames Valley Fire Control room based upon space requirements & operational support functionality however this was never progressed.

The PWG therefore unanimously agreed that these facilities & space requirements (combined with further resilience measures & the ability for future expansion) should form the basis of the design of the TVFCS joint primary control room. See annex 1 for TVFCS joint primary control room requirements.

²Call numbers have been updated for both OFRS & RBFRS to reflect the period April 2011 – April 2012

5. TVFCS Secondary Control Room Requirements

For the purposes of enhanced resilience e.g. wide area flooding, power loss etc.it was agreed that the secondary control room would be located in the county that did not have the primary control room located in it. This would comprise of 50% of the primary core complex area with adequate services to be able operate as a control room for potentially sustained periods. This requirement would ensure that the secondary control room would surpass current individual secondary control room arrangements.

5.1 OFRS Secondary Control Room

The secondary control room for OFRS is located at Woodstock Fire Station, Hensington Road, Woodstock in Oxfordshire & is located approximately 4 miles from the primary control room. It has been used as a secondary control since 1996. It is located within a secure purpose built room within the fire station and whilst it has full access to the fire station facilities the operational activities of the station do not impinge on the control room activities once the control room is activated.

It is equipped with a stand-alone Firecat command & control system (Capita Firecat 2000) & contains 2 mobilising positions.

The room has its own UPS with a 30minute to 1 hour facility and there is provision for a secondary mobile generator to be connected to the building via its own dedicated inlet. There are 2 Airwave terminals set up within the room.

5.2 RBFRS Secondary Control Room

The Secondary Control Room for RBFRS is located at Whitley Wood Fire Station in Reading and has access to the full facilities of the Fire Station.

The facility is housed in a 31m² room and contains 4 full mobilising positions with a further 2 positions allocated to administrative functions only. Further equipment includes a fax facility, the Operational Risk Information System, and access to a mapping and projector facility.

The room has its own UPS with a 30minute to 1 hour facility and there is provision for a secondary mobile generator to be connected to the building via its own dedicated inlet. There are 2 Airwave terminals set up within the room and these have access to 6 sites.

6. Proposed TVFCS Configurations

6.1 Oxfordshire

Thames Valley Fire Control Service (TVFCS) Premises Selection Process

The current fire control room in Oxfordshire is located within the Headquarters site in Kidlington & was built in 1985. In January 2012 the Property & Facilities Principal Strategy Officer within the Environment & Economy directorate was approached in order to commission a feasibility report based on the requirements for a joint primary control room as detailed above.

Property & Facilities commissioned this work with Frankham Consultancy Group Ltd with their senior associate Mr Ed McGeehin leading this work. An initial meeting was arranged with the Business Change Manager for OFRS and a strategic design brief was discussed. A number of further site visits were undertaken with the culmination of a final report being produced in March 2012 – see annex 2 – Kidlington Fire HQ – Joint Control Room Outline Feasibility Study Revision C.

The main findings from the report indicate the following:

- A joint primary control room is feasible within the existing HQ building.
- The layout has a number of compromises that do not deliver the relationships and adjacencies indicated in the brief.
- The costs to deliver the project can be classed as a reasonable sum of money (circa £445K). This excludes costs associated with equipment, diverse routing for telephony & HMG Security Policy framework arrangements.
- Approximately 20 staff would need to be re-located to accommodate the proposed primary control room configuration.

6.2 Royal Berkshire

Royal Berkshire are relocating their Headquarters building in 2014 and are currently at the planning stage for the new premises. The relocation exercise includes moving the existing stand-alone Control Room into the new building.

The current position is that plans have been drafted for the new site and this encompasses the full requirements of the proposed new Control space requirements. It will also incorporate additional facilities beyond the original design specifications that will be of benefit to staff and procedures.

Due to this being drawn up from a 'blank canvas' there are no compromises within the specification and there are no impacts upon other departments, processes or staff.

Forecast costs for the provision of the Control suite are approximately £458k. As with Oxfordshire this does not include Control equipment or diverse routing.

7. Premises Selection Process

A premises selection process was undertaken by the Business Change Managers (BCM's) on the two proposals based on the following criteria:

- Size – based on the original brief
- Build cost
- Revenue cost for the primary control room
- Centre for the Protection of National Infrastructure (CPNI) compliance
- Planning constraints
- Flood plain evaluation
- Compliance with original brief
- Health, safety & welfare facilities
- Accessibility
- Equalities Act 2010 compliance
- Technical resilience
- Displacement of other functions due to remodelled building proposals

Each criterion has been allocated a score of between 1 and 5 as detailed within the TVFCS property scoring matrix attached as annex '4'. It should be noted that the maximum score that could potentially be achieved by each FRS is 500 points.

Weighting

The project board felt that the criteria proposed within the premises selection process required additional weighting factors due to the criticality of certain criteria for the TVFCS to function effectively & to offer value for money to the taxpayer. The weighting factors are detailed below and attached within the TVFCS property scoring matrix attached as annex '4'.

7.1 Size – based on the original brief.

Oxfordshire

The use of the existing building imposed a number of constraints on layout and some minor variations in room size when compared with the outline design. This led to some rooms being smaller than the original brief & some being larger. The board therefore assessed this as a 4 (sufficient/suitable for use) with a weighting of 10 giving a score 40 points.

Royal Berkshire

By designing the Control suite from a 'blank canvas' it has been feasible to incorporate all of the required design and space elements within the new Headquarters.

As this meets all of the required criteria the board assessed this as a 5 with a weighting of 10 giving a score of 50 points.

Thames Valley Fire Control Service (TVFCS)
Premises Selection Process

Totals:

Oxfordshire: 40 points

Royal Berkshire: 50 points

7.2 Cost of premises alterations / build cost

Oxfordshire

Indicative costs associated to convert the existing HQ building to a TVFCS are attached within the final outline feasibility study report (revision C) at annex '2'. For the purpose of the overall report, the costs shown do not include professional fees (to deliver the project) or a client contingency which should be considered by both services. Therefore additional costs are shown below as follows:-

- Professional fees between 11.71 and 13.09% of the project cost of £318,000 = £37,000 - £42,000
- Client contingency of 10% (to include overall total with fees) - £35,500 - £36,000
- Total project cost including fees and client contingency (£36,000) = **£445,500** (this has been increased from the overall total on the cost report of £369,500).

The board therefore assessed this as a 1 (£400K +) with a weighting factor of 10 giving a score of 10 points.

NB: This excludes costs associated with equipment, diverse routing for telephony & HMG Security Policy framework arrangements.

Royal Berkshire

A draft design has been produced for the new RBFRS Headquarters and Control suite by HUB Property Consultants. This draft includes costs for each element of the required works. The HUB costs spreadsheet is attached as annex '3'.

Inclusive of fees and contingencies the total cost for the project is estimated at £458.5k.

NB: As with Oxfordshire this excludes costs associated with equipment, diverse routing for telephony & HMG Security Policy framework (CPNI) arrangements. Costs for implementing the CPNI standards are estimated at £4k. There are a number of additional measures required within the Headquarters project that will benefit the proposed Control Room but these will be borne by that specific project. (i.e.: CCTV, Access Control Systems, fencing and security gates)

The board therefore assessed this as a 1 (£400K +) with a weighting factor of 10 giving a score of 10 points.

Thames Valley Fire Control Service (TVFCS)
Premises Selection Process

Totals:

Oxfordshire: 10 points

Royal Berkshire: 10 points

7.3 Revenue cost for primary control room

In order to determine longer term revenue costs associated with the primary TVFCS control room (& therefore overall efficiencies) the Programme Board determined that these would be based & compared on business rates & utilities costs within each county.

Oxfordshire

The total revenue cost based on business rates & utilities has been calculated as £12,488 per annum.

The board therefore assessed this as a 5 (£10K – £20K) with a weighting factor of 10 giving a score of 50 points.

Royal Berkshire

Business rates for the Control element of the new Headquarters site equate to £14609. The rate for utilities has been calculated based upon the existing Headquarters site and this amounts to £9600 pa. As the proposed Control complex on the new site is part of a building rather than a stand-alone it is anticipated that utilities costs will be slightly less than currently experienced.

In total this amounts to £24209 pa. The board therefore assessed this as a 4 (£20K – 30K) with a weighting factor of 10 giving a score of 40 points.

Totals:

Oxfordshire: 50 points

Royal Berkshire: 40 points

7.4 Centre for the Protection of National Infrastructure (CPNI) security compliance

It was subsequently determined by the BCM's that as the primary control room would be required to be CPNI compliant, that the scoring element would be based on costs required to ensure compliance.

Oxfordshire

The Headquarters site has received a full CPNI inspection and this has resulted in 9 recommendations. Elements of the recommendations apply to the whole site and these aspects have not been incorporated within the financial provision for the proposed control suite.

Thames Valley Fire Control Service (TVFCS)
Premises Selection Process

Only 1 of the recommendations (with regards to premises as opposed to procedures) relate solely to the Control Suite and this is the provision of shatter proof film to all external windows of the Control Suite. This requirement will cost approximately £2k to achieve.

The board therefore assessed this as a 5 (less than £10K spend) with a weighting factor of 5 giving a score of 25 points.

The CPNI report of 12th April 2012 for Oxfordshire is attached at annex '5'

Royal Berkshire

The new Headquarters site has received a full CPNI inspection and this has resulted in 9 recommendations. Elements of the recommendations apply to the whole site and these aspects have not been incorporated within the financial provision for the proposed control suite.

Only 1 of the recommendations (with regards to premises as opposed to procedures) relate solely to the Control Suite and this is the provision of shatter proof film to all external windows of the Control Suite. This requirement will cost £4k to achieve.

The board therefore assessed this as a 5 (less than £10K spend) with a weighting factor of 5 giving a score of 25 points.

The CPNI report of the 26th January 2012 for RBFERS is attached at annex '6'

Totals:

Oxfordshire: 25 points

Royal Berkshire: 25 points

7.5 Planning constraints e.g. levels of permission required and any potential restrictions that could be imposed

Oxfordshire

As detailed within the final outline feasibility study report (revision C) it is not anticipated that planning consent will be required as the proposal requires internal alterations only & does not propose any change of use.

The board therefore assessed this as 5 with a weighting factor of 5 giving a score of 25 points.

Royal Berkshire

As the premises conversion is already in accordance with permitted development and there are no external changes required as part of this project planning permission is not required.

Thames Valley Fire Control Service (TVFCS)
Premises Selection Process

The board therefore assessed this as a 5 with a weighting factor of 5 giving a score of 25 points.

Totals:

Oxfordshire: 25 points

Royal Berkshire: 25 points

7.6 Flood plain – evaluated via the Environment Agency with regards to the likelihood of flooding within the proposed locations.

Oxfordshire

The current Oxfordshire Fire & Rescue HQ site has been flood assessment classified by the Environment Agency as **Low**: the chance of flooding in any year is 0.5% (1 in 200) or less.

The board therefore assessed this as a 5 with a weighting of 10 giving a score of 50 points.

Royal Berkshire

The new Headquarters site has been flood assessment classified by the Environment Agency as **Low**: the chance of flooding in any year is 0.5% (1 in 200) or less.

The board therefore assessed this as a 5 with a weighting of 10 giving a score of 50 points.

Totals:

Oxfordshire: 50 points

Royal Berkshire: 50 points

7.7 Compliance with the original brief that was proposed by the programme board.

Oxfordshire

The existing Oxfordshire HQ building could accommodate all the facilities required for a TVCS Control Room. However, the use of the existing building imposed a number of constraints on layout, adjacencies and some variations in room size when compared with the outline design. For example the Gold briefing/ training room & Control Manager's office could not be located adjacent to the control room. However, this was judged not to fundamentally compromise the ability of the building to house an effective Control Room and supporting services. Therefore, the board scored this as a 3 with a weighting of 15 giving a score of 45 points.

Royal Berkshire

The new headquarters building is able to incorporate all of the required design and space criteria in the desired form and location. Therefore, the board scored this as a 5 with a weighting of 15 giving a score of 75 points.

Totals:

Oxfordshire: 45 points

Royal Berkshire: 75 points

7.8 Health, safety & welfare facilities for staff and visitors

Oxfordshire

All of the facilities within the original brief can be provided as part of a TVFCS within Oxfordshire. Full consideration is being given to ensuring the highest practicable standards of health, safety and welfare can be achieved. Therefore, the board scored this as a 4 with a weighting of 10 giving a score of 40 points.

Royal Berkshire

The new Headquarters will meet the original design criteria in full. As this is part of premises refurbishment full consideration is being given to ensuring the highest practicable standards of health, safety and welfare can be achieved. The board therefore assessed this aspect as a 4 with a weighting of 10 giving a score of 40 points.

Totals:

Oxfordshire: 40 points

Royal Berkshire: 40 points

7.9 Accessibility – for staff and operational purposes – e.g. public transport routes, access from major trunk / arterial roads, vehicle parking etc.

Oxfordshire

The Oxfordshire HQ location is in the centre of Kidlington. This has good road access and is very well served by public transport. Oxford (6 miles away) has a mainline railway station with good services and excellent public transport services to Kidlington. The board therefore assessed this aspect as a 5 with a weighting of 5 giving a score of 25 points.

Royal Berkshire

The new headquarters building is located within the Calcot area of Reading. This is adjacent to Junction 12 of the M4 Motorway and it has excellent connections to the road network. There are two rail stations at Reading (Central) and Reading West both of which are within 4 miles of the premises and being in close proximity to a retail park the area is well served by public transport.

Thames Valley Fire Control Service (TVFCS)
Premises Selection Process

The board therefore assessed this aspect as a 5 with a weighting of 5 giving a score of 25 points.

Totals:

Oxfordshire: 25 points

Royal Berkshire: 25 points

7.10 Equalities Act 2010 compliance

Oxfordshire

The planned facility would meet full Equalities Act 2010 compliance with regards to disability access. The board therefore assessed this aspect as a 5 with a weighting factor of 5 giving a score of 25 points

Royal Berkshire

Full compliance with the Equalities Act 2010 will be achieved. Therefore, the board scored this as a 5 with a weighting of 5 giving a score of 25 points.

Totals:

Oxfordshire: 25 points

Royal Berkshire: 25 points

7.11 Technical resilience i.e. equipment rooms, uninterrupted power supply, generator back up, access to diverse telephone routings, linkage to airwave resilient base station and alternative etc.

Oxfordshire

The proposed facility fully meets the requirement for 2 independent equipment rooms, located close to the Control Room, with the enhanced level of fire protection. While not directly included in the premise plan the facility would be dual homed to 2 PTO serving exchanges to meet the need for diversity and resilience. There will be 2 equipment rooms dedicated to the control function with space for 2 complete parallel systems to be installed. The equipment rooms will be on the first floor within a protected 2 hour fire zone as will the cable routes to this area.

The site already houses the OCC Disaster Recovery site and hence already has excellent generator and UPS backup for power. Therefore, the board assessed this aspect as a 5 with a weighting of 10 giving a score of 50 points.

Royal Berkshire

The new Control Room will have network connectivity via 2 exchange routes entering the building at opposite sides. These will provide telephony and data services. There will be 2 equipment rooms dedicated to the control function with space for 2 complete parallel systems to be installed. The equipment rooms will be

Thames Valley Fire Control Service (TVFCS)
Premises Selection Process

on the first floor within a protected 2 hour fire zone as will the cable routes to this area.

Power will be provided via 2 routes into the building as per the network connections. Ideally these will be fed by independent transformers but this is to be confirmed. Both routes in will be generator backed, one dedicated to the control function and the second for the whole site. The control element will have UPS provision with 2 hours run time (systems only) with an auto start generator for mains failure. The second generator can be switched in manually in the event that the control generator should fail to start. There will also be 100Amp plug in points for mobile generators.

Airwave connectivity will be via SAN H although the actual connection strategy is not yet confirmed. Airwave backup will be via SAN I interfaces to local aerial connections connecting to base resilience sites in Tilehurst and Moulsoford.

Therefore, the board assessed this aspect as a 5 with a weighting of 10 giving a score of 50 points.

Totals:

Oxfordshire: 50 points

Royal Berkshire: 50 points

7.12 Displacement of other functions due to remodelled building proposals

Oxfordshire

Whilst the existing Oxfordshire HQ building could accommodate all the facilities required for a TVCS Control Room, this would require the relocation of up to 20 personnel because of the change of office use. Indicative costs associated with the movement of personnel are contained within the feasibility study report (revision C) at annex '2' and range from £46K to £173K. The board therefore assessed this aspect as a 2 with a weighting of 5 giving a score of 10 points.

Royal Berkshire

No other functions will be displaced as this is a 'new build'. The board therefore assessed this aspect as a 5 with a weighting of 5 giving a score of 25 points.

Totals:

Oxfordshire: 10 points

Royal Berkshire: 25 points

8. Conclusion

Totals:

Oxfordshire: 395 points

Royal Berkshire: 440 points

Total maximum score 500 points

It is clear from above that both proposed locations would be able to accommodate the primary Fire Control for the TVFCS however due to the structural limitations of the OFRS HQ & Fire Control building the layout would have a number of compromises that do not deliver the relationships and adjacencies indicated in the original brief without having to incur significant cost e.g. extension to the building.

There would also be a displacement of a relatively large number of personnel from the 1st floor of the OFRS HQ building which could incur a significant cost & unduly compromise the departmental structure within the HQ site. The proposed site for RBFRS is, in effect, a 'blank canvas' therefore the above restrictions would not apply.

It should also be noted that the RBFRS option also provides for a degree of future expansion that is not considered possible in the OFRS HQ site. This creates the potential of "future proofing" the decision taken.

9. Recommendation

It is recognised by the Programme Board that the primary control room could be located in either location & clearly there are benefits in locating it within Royal Berkshire because of the factors described above; however, it should be recognised that the final scores are not significantly different.

It is therefore the objective recommendation of the Programme Board, subject to the conclusion of the overall consultation process and any wider political considerations, that the primary control room be located in Royal Berkshire with the secondary control room being located within Oxfordshire.

The Programme Board recognise that this recommendation has important implications for all staff directly involved, firefighters and other service users and the wider public. The Programme via its human resources and communications work streams will ensure that announcements are made in a planned manner, minimising uncertainty and giving staff confidence in their respective managements, Fire Authority / County Council and the public in the future effectiveness of the joint service.

Annex 1: TVFCS joint primary control room requirements.

Annex 2: Final outline feasibility study report - Oxfordshire (revision C)

Annex 3: RBFRS property HUB costs spreadsheet

Annex 4: TVFCS property scoring matrix

Annex 5: OFRS CHQ CPNI Report

Annex 6: RBFRS BHQ CPNI Report



THAMES VALLEY FIRE CONTROL SERVICE CONSULTATION RESPONSE REPORT

ANNEX 2



Proposed Thames Valley Fire Control Service

Summary of Responses

Contents

1. Summary
2. Background
3. Consultation responses
4. Feedback from the public and staff engagement forums
5. Conclusion

Annex A - ORS Public Engagement Forums Report

Annex B - ORS Staff Engagement Forum Report

Annex C – The TVFCS Consultation Publication

1. Summary

On the 5th April 2012 the Thames Valley Control Service Programme Sponsoring Group approved the consultation document for issue for Public and Staff consultation. The consultation programme ran for twelve weeks from the 6th April to 6th July 2012. The consultation document, as published, is attached as Annex C.

In accordance with the Memorandum of Understanding and Programme ethos the Programme Board are keen to hear the views of all stakeholders and accordingly full attention has been given to all responses. The Consultation document was produced to provide information about the proposals and to seek views about how we can provide the most effective, enhanced service to the communities we serve.

To publicise and assist with the consultation process, the Programme Board initially circulated 200 copies of the document to staff and published the document on both Royal Berkshire Fire and Rescue Service and Oxfordshire County Council websites.

Two public engagement forums hosted by Opinion Research Services (ORS) were held on the 1st May 2012 in Reading Town Hall and the 2nd May 2012 in Oxford County Hall.

A total of 45 Members of the public from both Oxfordshire and Royal Berkshire attended the forums. The overwhelming view was that the proposal represented the best available option and it should continue to fruition, with 93% of attendees having no preference as to the location other than to use the best identified premises from the two available. The ORS combined report is attached as Annex A.

Two staff engagement forums, facilitated by Opinion Research Services, were held on Monday 18 June and Tuesday 19 June in Wallingford. Control staff from both Fire and Rescue Services (FRSs) were invited to take part in the events, with 26 staff electing to attend, out of a total of 54 currently eligible. The ORS combined report is attached as Annex B.

Press releases were issued simultaneously to Berkshire and Oxfordshire media, plus Fire and Rescue Service specialist media, to highlight the launch of the consultation period and this generated some but limited coverage in the local media. Further press releases were issued to mark the mid-way point of the consultation programme and remind members of the public that there was still time to take part. The consultation programme was also publicised internally in both FRSs.

The consultation process concluded on the 6th July 2012. At the time of writing, 93 responses have been received. 37 of the responses have been received through the Oxfordshire County Council 'E-Portal'. It is not feasible to identify all the respondents using this mechanism as it allows anonymous replies.

The Programme Board are grateful to all respondents and confirm that all responses will be brought to the attention of the Programme Sponsoring Group. Both Oxfordshire County Council and Royal Berkshire Fire Authority will be made aware via this report of the outcome of the consultation process to ensure the views of the respondents are considered when making decisions.

2. Background

The Control room is the primary 24-hour point of contact for all emergency calls and for internal administrative functions. Along with many other fire and rescue services, OFRS and RBFRS currently each have their own separate Control functions. Both are staffed by highly trained Control Operators who answer 999 calls, mobilise fire engines to all kinds of emergencies (including road traffic collisions, chemical spillages, large animal rescues, as well as fires) and managing our resources to ensure we provide a highly effective service.

The Government had intended to replace all local fire and rescue service Control functions with nine Regional Control Centres but this project (called FiReControl) was terminated in December 2010.

While the FiReControl project was in progress, Oxfordshire Fire and Rescue Service (OFRS) and Royal Berkshire Fire and Rescue Service (RBFRS) ensured that their individual Control functions remained resilient with essential maintenance and selective upgrading of systems. However, a decision was taken not to invest public money in medium and long-term developments, owing to the planned move to a south east Regional Control Centre in Fareham, Hampshire.

Since the Government terminated the FiReControl project, OFRS and RBFRS have been working in partnership to investigate options for delivering an improved service. Through community safety education programmes and fire safety enforcement, both services have seen a substantial reduction in the numbers of emergency incidents attended and the number of calls received, from a peak in 2003/04. These falling call numbers and the consequential increase in cost per call handled means that individual Control rooms are becoming increasingly unviable.

OFRS and RBFRS have therefore been working in collaboration on proposals for a new, single joint Control function, provisionally called the Thames Valley Fire Control Service (TVFCS).

3. Consultation responses

At the time of writing, a total of 93 responses have been received from a variety of individuals as identified in the table below:

Group of Respondents	No of Responses
RBFRS Control staff	16
OFRS Control staff	4
RBFRS employees	32
OFRS employees	0
Other (Royal Berkshire non-employees)	4
Unknown (OCC 'E-Portal')	37
Total Responses	93

In addition to the above direct consultation responses, a small number of letters and email correspondence have been received from Elected Members or Members of Parliament. These are generally making enquiries following the receipt of correspondence from staff members who are raising the issue and their concerns.

In each case the Senior Responsible Owner for the Programme has provided information to the enquiry to ensure that any response made by the original recipient is provided with factual information.

The original consultation document focussed on five primary areas to inform the Programme Board considerations and recommendations. These areas and a summary of the responses received, including those received via the Councillor or Member of Parliament route, are summarised below.

The Programme Board response addressing the comments received is then provided.

Enhanced Resilience (Our ability to offer an uninterrupted service)

One of the key aims of the project is to enhance our resilience and ensure we are able to provide an effective service at all times. The financial constraints of remaining as two 'stand-alone' Control rooms would prevent us from adopting the latest technologies to enhance resilience and improve our current standards of service.

As a joint partnership, the proposed TVFCS will enable us to enhance our capabilities and also provide new opportunities for information sharing amongst all the emergency services by the introduction of new technology.

Another geographically remote fire and rescue service ('remote buddy') will be used to ensure resilience in the event of system problems or unusually high levels of calls. Wherever the TVFCS primary Control is located, a secondary Control room will also be provided in the alternate county to further enhance resilience, guaranteeing a seamless, uninterrupted service in the extremely unlikely event that the TVFCS primary control becomes unusable for a lengthier period of time. The secondary control will also allow for any planned maintenance to be undertaken without any degradation of service to the public.

We will improve security arrangements in accordance with central Government guidance, which will also enhance resilience. By introducing more resilient technology, we will increase system reliability, leading to improved business continuity arrangements.

As a single Control room we are able to adopt common regional policies and procedures more quickly to ensure we can work more effectively with our partners (e.g. local authorities, other emergency services) and other fire and rescue services. This will also enable us to share our own and others' resources more effectively.

Responses:

It fails in this regard **(E-Portal)**

Two Control Rooms are more resilient than one **(OFRS employee)**

The enhancement to resilience.....should be welcomed **(E-Portal)**

Proposals do not go far enough **(E-Portal)**

An excellent proposal **(E-Portal)**

Support this proposal **(E-Portal)**

Project should finish at Stage 2 **(OFRS employee)**

Remote buddy likely to be another "merged" Control room and therefore it will not have sufficient capacity **(OFRS employee via Councillor and OFRS employee via MP)**

In the event of a system failure, staff would have to travel from Theale [Calcot nr Reading] to Kidlington (or vice versa) to the 'back up Control room', this would take up to an hour under normal road conditions **(OFRS employee via MP)**

Programme Board commentary / response:

The Board are of the opinion that through the following measures, amongst others, resilience will be improved:

Improved Security arrangements through audited compliance with HMG Security Policy framework (V7).

Adoption of more resilient technologies including voice and data connections to the Airwave network.

Universal access to updated Mobile Data Terminals.

Adoption of a geographically remote buddy for system overflow and 'fallback' procedures that will allow direct 'live' mobilising of resources.

The remote buddy will be chosen following a comprehensive assessment of their

mobilising systems, workload and staffing arrangements ensuring there is sufficient capacity to accept both periodic overflow calls during periods of high demand and for any more prolonged spate conditions.

The provision of a fully equipped secondary Control room at an alternative location will ensure full business continuity for any extended periods in which the primary Control is unavailable for any reason, including planned interruptions.

The adoption of common ways of working for operational incidents through the Operational Policies and Procedures group will allow more effective cross border mobilising (dispatching the nearest resources irrespective of geographic boundaries).

The programme will replace ageing legacy systems with modern more resilient systems. The potential for systems failure is therefore reduced. The integration with a remote geographic 'buddy' reduces the need for immediate transfer to the secondary Control, rendering the travel time issue less relevant. In this case the remote buddy provides an interim service whilst, depending on the circumstances prevailing, the staff from the primary control, if necessary relocate to the secondary control. Due to the relative proximity of Kidlington to Calcot this arrangement is considered effective.

Improved Efficiency

Individual Control rooms are becoming increasingly unviable owing to falling emergency call numbers and the consequential increase in cost per call handled. The proposed TVFCS will enable both OFRS and RBFRS to make significant efficiency improvements by rationalising the resources required, compared to the potential cost of separately upgrading both current Control rooms. It is anticipated that combined gross savings of 29% of current expenditure or £9.9M over the 15 year programme will be realised.

The TVFCS will also create the potential for further collaborative arrangements with other fire and rescue services in the future, as well as the ability to offer non-critical out of hours call handling to local authorities (e.g. Oxfordshire County Council and Berkshire unitary authorities).

Responses:

Combined Control Rooms cannot provide efficiency **(E-Portal)**

The figures support the need for a merger **(E-Portal)**

This is purely a cost cutting exercise **(E-Portal)**

Agree with document **(E-Portal)**

Less people handling more calls – how does this improve efficiency? **(E-Portal)**

Programme Board commentary / response:

The Board note the responses supportive to the proposal. The Board are of the opinion that through the following measures, amongst others, efficiency will be improved:

The deployment of the full functionality of the digital radio system allows technical advancement, especially when replacing the core mobilising systems. This includes the move of day to day radio traffic from voice to data transmissions which significantly reduces the burden on staff in answering routine voice messages which can be automated.

The use of location based systems in a single Control room will reduce mobilising times and ensure dispatch of the nearest resource without delays.

Rationalisation of premises costs by the adoption of a single primary site and the dual use of the secondary site.

Rationalisation of technology as a combined upgrade rather than full upgrades to both sites.

Full interlinking with a remote geographic 'buddy' FRS which will allow immediate access to further professional control staff with the full ability to take calls and if necessary mobilise on a reciprocal basis. The remote buddy will have visibility of the current disposition and commitments of both the OFRS and RBFS.

Reduced staffing costs, subject to full evaluation and modelling of staff numbers.

Capacity planning is built into the programme to allow for opportunities to attract other agencies and therefore derive an income to contribute to the overheads for provision of the TVFCS.

New Operational Benefits

Although we already provide an effective service to our firefighters and the public, there is scope for significant improvement. A new fire engine mobilising system will be introduced to enable our Control Operators to identify the location of both the caller and our fire engines using map based systems. Caller location will be provided from both fixed and mobile telephones. Whilst it is recognised that this is not always the location of the incident, the assistance of such systems, supplemented by professional staff will optimise our response times to emergencies and allow for accurate identification of the location of the emergency.

We will increase public and firefighter safety by providing our staff with the most up to date risk information and enhanced caller identification technology. This will assist professional control operators to determine the most appropriate response to emergencies.

Fire engines will be upgraded or fitted with the latest on-board computers which will provide mapping data and risk information such as individual building design and special or unusual processes or manufacturing. These on-board computers will

enhance public and firefighter safety whilst providing information for the Thames Valley area which will improve safety, both within Oxfordshire and Berkshire and the immediately surrounding areas.

We will introduce an improved method of information gathering from callers, to ensure we send the most appropriate fire engines. We will also enhance our systems for providing fire survival guidance during incidents allowing our Control Operators to give more detailed advice and reassurance to callers trapped in dangerous situations.

Responses:

There are no operational benefits **(E-Portal)**

Loss of local knowledge **(E-Portal)**

None at all – Will make things worse **(E-Portal)**

Required and needed **(E-Portal)**

Will improve levels of safety to Firefighters and public **(E-Portal)**

Should also merge policies to standardise attendances **(E-Portal)**

New location finding technology not applicable universally as 40% of calls emanate from other emergency services or alarm receiver centres **(OFRS employee via Councillor)**

Concern over a single control providing differing mobilising policies dependent on incident location and potential for delay or errors in mobilising **(OFRS employee via Councillor and OFRS employee via MP)**

Concern over the loss of local knowledge **(OFRS employee via MP)**

Programme Board commentary / response:

The Board note the responses stating a belief in improvements in safety and the standardisation of attendances.

In addressing the areas of concern raised the Board are of the opinion that through the following measures, amongst others, operational benefits will be delivered:

The introduction of Automatic Vehicle Location will ensure rapid identification of the nearest appropriate resource to mobilise to an incident.

Data mobilising will improve response times and reduce the potential for error whilst providing 'live' routing information to get resources to incidents quicker.

The introduction of caller identification technologies will reduce call handling times.

The introduction of data based Direct Electronic Incident Transfer (DEIT) to and from other emergency services will reduce the reliance on voice based communication.

This will allow location based information provided to other emergency service Control rooms to be passed directly to the TVFCS mobilising system.

The introduction of a common 'Gazetteer' will make risk information available to attending personnel for the whole of the Thames Valley area.

The provision of upgraded Mobile Data Terminals will provide more information to attending personnel thereby maintaining and improving safety for personnel and the Communities we serve.

A dedicated Operational Alignment workstream has been established to address operational alignment issues and develop joint arrangements that meet both organisations' needs. This work stream will also address areas of concern, often put forward by some stakeholders, relating to potential loss of local knowledge of current control staff. There are two issues.

Potential loss of local geographic knowledge in the control room. This proposition fails to recognise that whilst local knowledge in control rooms may occasionally be fortuitously beneficial, it is the local crews attending incidents that hold and benefit directly from local knowledge. This aspect will not change under this programme. Other authorities such as London and Strathclyde successfully provide services on a much larger geographic scale, demonstrating that local geographic knowledge is not essential to control room operations. In addition the programme will provide control room staff with additional technology to assist in identifying caller location. Whilst this is not always the location of the incident, the assistance of such systems, supplemented by professional staff, will address this issue.

The second issue relates to the need to ensure that control staff are fully aware of both organisations' policies and procedures relevant to mobilising, incident management and support arrangements. The operational alignment workstream will develop a single common set of policies adopt the standardised products being created within the South East Operational Policies and Procedures programme. Where this approach is not possible, a single joint policy between OFRS and RBFRS will whenever possible be developed. On the rare occasions that the aforementioned is not possible the systems will allow for individual service arrangements and staff will be provided specific training in these areas. The programme goal is to minimise differing procedures where possible but also allow for individual variation where necessary.

Staffing Numbers

The authorised "establishment" (measured in full time equivalents) staffing numbers for Royal Berkshire and Oxfordshire are 30 and 22 respectively. However, over the last few years both fire and rescue services have had, from time to time, additional staff members employed. This has been due to number of reasons including increased staffing to support the previous FiReControl Project. The maximum figures were 34 and 26 in Royal Berkshire and Oxfordshire respectively although not all of these were dedicated to emergency call handling, mobilising of resources and resource management within the control rooms at any one time. By moving to the

Thames Valley Fire Control Service we can offer significant efficiency improvements in terms of the numbers of staff employed and the associated employment costs, whilst at the same time improving overall performance.

The following table gives an indication of current and anticipated call numbers, in comparison with other fire and rescue services.

Comparative Efficiency Table					
Service	Incidents p.a	Ctrl Staffing	Avg. Incidents Operator/p.a.	Avg. Incidents Operator/Shift	Staffing Cost/ Incident
London	120,692	115	1049	6.36	£52.45
TVFCS *	13217	30	440	2.6	£77.99
Lancashire	21158	42	503	3.0	£78.64
Kent	17653	36	490	2.9	£90.15
Humberside	11543	33	349	2.1	£130.08
RBFRS	7674	34	225	1.36	£146.58
OFRS	5543	26	213	1.29	£169.81

* Indicative figures – At this stage no specific numbers have been decided for the TVFCS.

Historical analysis of incident numbers identifies the following:-

Year	OFRS	RBFRS	Total
2001/02	10,466	14,400	24,866
2002/03	9,352	13,515	22,867
2003/04	7,285	14,232	21,517
2004/05	6,717	12,190	18,907
2005/06	7,152	12,098	19,250
2006/07	6,626	11,905	18,531
2007/08	6,621	11,261	17,882
2008/09	6,008	10,436	16,444
2009/10	5,533	9,554	15,087
2010/11	5,763	8,375	14,138

Responses:

What if we have 'spate' conditions? **(E-Portal)**

Not enough staff **(E-Portal)**

Every employee must fully contribute and be fully occupied during their shifts (**E-Portal**)

Current productivity is woeful (**E-Portal**)

20 staff should be seen as the maximum (**E-Portal**)

I am hoping you don't go to Phase 3 (**E-Portal**)

Potential for callers and other staff members to experience increased waiting times before connection to a control operator (**OFRS employee via Councillor and OFRS employee via MP**)

Concern over replacement of staff with technology "you cannot replace the personal touch" (**OFRS employee via Councillor**)

Programme Board commentary / response:

Programme Board note the responses indicating agreement with the need to address staff efficiency issues. Board members are continuing to work on a full staffing model. As stated, 30 is an indicative number that has yet to be confirmed. Allowances will be made for training, absences and the wider range of other functions that our staff currently provides. We are committed to the continuation of first class call handling and resource management.

The introduction of a remote buddy FRS with the full ability to take calls and mobilise if necessary for either FRS is a major factor in ensuring that no degradation of service to the public or firefighters occur due to reduced staffing numbers. This combined with the introduction of data for routine messages allows both organisations to have confidence in the sufficiency of the indicative staffing numbers.

The above table of historic incident numbers also indicates that for many years RBFRS managed similar incident numbers to those currently being experienced. Management believe that incident numbers will continue to fall due to fire prevention activities.

It is recognised that incident numbers do not represent the totality of emergency operational workload in Control rooms. Total call numbers which include repeat or duplicate calls have a bearing on workload. However, the introduction of caller location technology and the availability of the additional call handlers in the remote buddy FRS address this general concern, as duplicates will be easier to identify quickly.

Call modelling algorithms have been run with current OFRS and RBFRS call data. This demonstrates the potential for increased caller or other staff member waiting times to be statistically insignificant. Even if there were to be an increase, the provision of the remote buddy ensures that effective call receipt and mobilising if necessary can still occur with minimal delay.

Technology does not replace staff. It does however reduce unnecessary voice-based interactions that are more effectively automated. The programme seeks to

give professional and experienced operators the very best tools to continue to perform to the highest standards.

Irrespective of the chosen location, a transparent and fair selection system for the staff from both FRSs will be conducted. Staff will be supported through the transition process

Location

The location of the primary and secondary Control rooms will be confirmed by the Oxfordshire County Council and Royal Berkshire Fire Authority Meetings on the 17th July 2012. The options are the current Headquarters building in Kidlington and the proposed new Headquarters location in Calcot. One of these sites will offer the 'primary' Control room, with the other site providing a 'secondary' Control room for resilience purposes. Rationalisation of estate costs based upon a single primary Control site and a single secondary Control site (which will be put to a dual use) will provide ongoing savings.

Responses:

Clearly within this section responses from staff members have been dependent upon where they are located and the responses are best recorded numerically as the general perception of the public is that it is best placed in the most 'fit for purpose' location. Responses are as follows:

Calcot: 63 support this location

Kidlington: 7 support this location

Status Quo: 9 support this approach

In addition Programme Board recognise that one response stated that "there is no likelihood of Oxfordshire Control staff transferring to Royal Berkshire if that becomes the primary control room" (**OFRS employee via Councillor**)

Programme Board commentary / response:

A full Premises selection process has been undertaken This process involves a number of criteria to determine the most appropriate location for the Primary Control Room.

The results of this process together with comments received during this consultation will be made available to both Authorities for their consideration.

Irrespective of the chosen primary Control location all employees will be in scope for a competitive selection process and will have opportunity to be employed in the joint Control. Both Services wish to see their best control room operators working in this new environment. Staff will be supported through the transition process.

Irrespective of the chosen location, a transparent and fair selection system for the staff from both FRSs will be conducted. Staff will be supported through the transition process.

Other feedback not directly able to be categorised

Responses:

I believe that the County Council would have less influence and interaction with the Control room due to the facility being shared by another Fire Authority (**OFRS employee via MP**)

Programme Board commentary / response:

In terms of either Fire Authority having less influence in the running of the joint Control, the proposed governance model will fully address this by the creation of a Member led Joint Committee under Section 102 of the Local Government Act 1972. In addition, clear tactical management arrangements will be instigated supported by a pragmatic change control system ensuring the continual developments and improvements from both FRSs continue to be implemented.

The scope of activities included in the joint control will continue to include those activities that are undertaken by OFRS on behalf of OCC. Therefore this should not adversely affect the level of interaction between the control room and the wider OCC.

4. Feedback from the public and staff engagement forums

The full ORS report for the public engagement forums is attached as Annex A. The conclusion of the report for states:

*Therefore, while the Berkshire and Oxfordshire forums wanted to examine the issues in detail, and raised many matters for discussion, there was overwhelming support for the proposal for a joint Thames Valley Fire Control Centre. The **Berkshire participants were almost unanimously in favour and two-thirds of those in Oxfordshire supported the proposal.** Overall, then, across both forums, **eight in ten participants favoured the proposal** after examining in detail the alternatives. The general conclusion was that the benefits of establishing a combined Thames Valley Fire Control Service greatly outweigh any potential difficulties of doing so – and the great majority supported RBFRS' and OFRS' proposed direction of travel.*

The full ORS report for the staff engagement forums is attached as Annex B. It reflects staff concerns over the ability of the programme to deliver the stated efficiency savings, prove more resilient in operation or that it is desirable to proceed beyond stage 2 resilience to a single joint Control room. The conclusion of the report for states:

In both forums staff, were asked for their overall judgements about whether there would be cost and resilience/efficiency benefits and whether, all things considered, the proposal for a Joint Control is reasonable or not. They were also asked for any comments about the criteria that should influence the choice of location for the new Joint Control.

*In the first forum there was a wide diversity of opinion about whether the Joint Control would achieve significant **cost savings** – with a third saying 'yes', a third saying 'no' and a third who were 'don't knows'. In the second smaller group, the majority were 'don't know' on the question of cost savings (with only one out of eight) saying they would definitely not be achieved. Therefore, most staff were at least open-minded or undecided about whether there would be cost savings, with a third of the larger forum believing savings would be achieved.*

*With respect to whether the Joint Control would deliver **resilience benefits**, the overwhelming major in the first forum was that it would not: no one was optimistic while 13 felt there were no benefits to be achieved and five said they had no opinion at that stage. In the second forum, half thought there would be no resilience benefits while the other half were 'don't knows'. Overall, then, across both forums, the clear majority view was that resilience would not improve in a Joint Control. In fact, across the two forums, no one was optimistic about greater resilience.*

*In terms of whether the proposal for a Joint Control is **reasonable overall**, all things considered, the first forum was almost equally divided between sceptics and those who did not know – but with no one supporting the*

proposals as reasonable overall. In the second forum, too, no one supported the Joint Control as a reasonable proposal, and most said they were 'don't knows'. Overall, then, the forums were divided between those who thought the project unreasonable and those who did not know.

The forums also raised concerns over the arrangements that will be put in place to communicate the OCC and RBFA decisions on the 17th July 2012. The Programme Board will ensure that, as far as possible, those staff who choose to receive information about the decisions will receive it in a timely, effective and supportive manner.

5. Conclusion

The Programme Sponsoring Group and the Programme Board are committed to effective consultation and, if appropriate, to modifying the proposals in light of the feedback received.

Overall, there have been a small number of responses supporting the proposals. However, employees have provided significant feedback expressing genuine individual concerns that are largely addressed in the programme or will receive further investigation and work as a result. In general, there has been nothing specifically forthcoming from these responses that reduces the confidence of the Programme Board in recommending the programme to the Programme Sponsoring Group and the Oxfordshire County Council and the Royal Berkshire Fire Authority.

The feedback from the public engagement forums is considered to be important in understanding the non-staff based general response. Considerable weight must be given to the fact that overall the feedback was supportive of the proposal.

Annex A - ORS Public Engagement Forums Report
Annex B - ORS Staff Engagement Forum Report
Annex C – The TVFCS Consultation Publication



Proposed Thames Valley Fire Control Service

Report of Public Consultation for Royal Berkshire and Oxfordshire (County Council) Fire and Rescue Services

May 2012

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Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Royal Berkshire Fire and Rescue Service (RBFRS) and Oxfordshire Fire and Rescue Service (OFRS) on the important consultation reported here. We trust this report will contribute to their consideration of a Joint Fire Control service and their future public engagement.

We thank RBFRS and OFRS for commissioning the research, and are especially grateful to Bryan Morgan (RBFRS) and Mat Carlile (OFRS) who did so much to ensure the smooth successful running of the project, particularly by attending the public forums: they listened to the participants' views and answered questions fully and frankly; and their input was essential in achieving an informed debate.

Above all, we are grateful to the members of the public who took part in the forums and shared their views. They were patient in listening to background information before entering positively into the spirit of open discussions. They all engaged with the issues and discussed their ideas readily.

At all stages of the project, ORS' status as an independent organisation consulting the public as objectively as possible was recognised and respected. We are grateful for the trust, and we hope this report will be useful in thinking about the proposed Thames Valley Fire Control Service and in strengthening RBFRS' and OFRS' engagement with the public.

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Project Overview

The Commission

1. On the basis of our long-standing experience with the UK fire and rescue services, and our status as the sole approved provider of research and consultation services under the terms of the Fire Services Consultation Association's National Framework Contract, ORS was jointly commissioned by Royal Berkshire Fire and Rescue Service (RBFRS) and Oxfordshire Fire and Rescue Service (OFRS) to convene and facilitate two public engagement forums (one for each FRS) to discuss the proposed Thames Valley Fire Control Service.
2. The forums form an important part of a wider consultation programme encompassing both the public and FRSs' staff in both counties.
3. ORS' role was to design, recruit, facilitate and report the two forums. We worked in collaboration with RBFRS and OFRS to prepare informative stimulus material for the meetings before facilitating the discussions and preparing this independent report of findings.
4. Since this was a joint commission by both FRSs, we have prepared an 'integrated' single report – though this does not prevent any differences between the two forums being highlighted. It is helpful that both organisations have agreed to share all the findings openly since both parties will be interested to know how the residents of each of the counties respond to the draft proposals.

Deliberative Research: Public Forums

5. The forums were designed to inform and 'engage' the participants both with the issues and with RBFRS/OFRS – by using a 'deliberative' approach to encourage members of the public to reflect in depth about the strategic roles of the fire and rescue service, while both receiving and questioning background information and discussing service delivery and financial issues in detail. Both the meetings lasted for about 2.5 hours. In total, there were 46 diverse participants at the forums – drawn from across Royal Berkshire and Oxfordshire. The dates of the meetings and attendance levels by members of the public at each forum were as follows:

AREA	TIME AND DATE	NUMBER OF ATTENDEES
Royal Berkshire (Reading)	6:00pm – 8:30pm Tuesday 1st May 2012	25
Oxfordshire (Oxford)	6:00pm – 8:30pm Wednesday 2nd May 2012	21

6. The attendance target for each meeting was between 20 and 25 people, so the recruitment programme was successful. At Reading, around a third had attended previous forums held in January and December 2011 and had been re-invited by ORS; and the remaining two-thirds were new participants. The latter were recruited by random-digit telephone dialling from ORS' Social Research Call Centre. Such recruitment by telephone is an effective way of ensuring that the participants are independent and broadly representative

of the wider community. Oxfordshire participants were recruited from Oxfordshire County Council’s Citizens’ Panel by SPA Future Thinking. In both cases (as shown in the table below), participants were a broad cross-section of residents from the local areas and, as standard good practice, were recompensed for their time and efforts in travelling and taking part.

CRITERIA	ROYAL BERKSHIRE (READING)	OXFORDSHIRE (OXFORD)
Gender	Male: 15 Female: 10	Male: 13 Female: 8
Age	18-34: 6 35-54: 9 55+: 10	18-34: 13 35-54: 7 55+: 1
Social Grade	AB: 8 C1: 7 C2: 4 DE: 6¹	AB: 4 C1: 6 C2: 5 DE: 3 NOT KNOWN: 3
Ethnicity	3 BME	6 BME
Limiting Long-term Illness	3	2
Geographical Area	Bracknell Forest: 5 Reading: 11 Slough: 3 West Berkshire: 2 Windsor and Maidenhead: 3 Wokingham: 1	Cherwell: 5 Oxford City: 10 South Oxfordshire: 1 Vale of the White Horse: 3 West Oxfordshire: 2

7. In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the forums met were readily accessible. People’s special needs were taken into account in the recruitment and venues.
8. Although, like all other forms of qualitative consultation, forums cannot be certified as statistically representative samples of public opinion, the two meetings reported here gave diverse groups of people from Berkshire and Oxfordshire the opportunity to comment in detail on the possible Thames Valley Fire Control Service. Because the recruitment was inclusive and participants were diverse, we are satisfied that the outcomes of the meeting (as reported here) are broadly indicative of how informed opinion would incline on the basis of similar discussions. In summary, the outcomes reported here are reliable as examples of the reflections and opinions of diverse informed people reacting to the proposed change.

¹ Social Grade Classifications are: AB: Higher/intermediate managerial/administrative/professional; C1: Supervisory, clerical/junior managerial/administrative/professional; C2: Skilled manual; D: Semi-skilled/unskilled manual workers; E: On state benefit, unemployed, lowest grade workers. <http://www.neighbourhood.statistics.gov.uk/dissemination/>

Discussion Framework

9. ORS worked in collaboration with RBFRS and OFRS to prepare informative stimulus material for the meetings, which considered detailed information and discussed a range of important issues, including:

Estimates of fire risk and the costs of the fire service

Profiles of RBFRS and OFRS – including their resources, strategic roles and challenges

Importance of prevention in the context of protection and response services

Impact of public spending review over four years

The role of a Fire Control Room

RBFRS' and OFRS' current Fire Control Room arrangements

The recent history of Fire Control Room

The proposal for a joint Thames Valley Fire Control Service and its advantages

Alternative options, including

Independent Fire Control Rooms

Combined Emergency Service Control Centre.

10. Each part of the meeting began with a presentation devised by ORS to both inform and stimulate discussion of the issues, following which the above matters were reviewed in sequence. Participants were given extensive time for questions prior to being invited to make up their minds on each discussion topic. Not all the issues were discussed in equal detail: for example, the budgetary issues were explained, but were not treated as the primary focus for discussion; whereas the proposal for a joint Control Centre itself was examined very carefully in both forums. In essence, the key consultation questions were:

Do you agree or disagree that there are good reasons for RBFRS and OFRS to collaborate in a Joint Fire Control Room?

What do you think about...?

The financial case

The arguments based on greater 'resilience' (i.e. the capacity to deal effectively with pressure)

The arguments based on efficiency

The alternative options.

The Report

11. This report concisely reviews the sentiments and judgements of participants about the proposed Thames Valley Fire Control Service. Verbatim quotations are used, in indented italics, not because we agree or disagree with them – but for their vividness in capturing recurrent points of views. ORS does not endorse the opinions in question, but seeks only to portray them accurately and clearly. While quotations are used, the report is not a verbatim transcript of the sessions, but an interpretative summary of the issues raised by participants in free-ranging discussions.

Consultation Findings with Commentary

Introduction

12. This section reports the findings from the forums while also revealing the reasoning of participants. It has not been necessary to report the findings from the two forums separately because both sets of participants shared considerable common ground - but where there were real differences in opinion the groups are compared and contrasted. Not all the individuals gave equal emphasis to each aspect of the discussion, but, taken overall, the forums considered a wide range of issues that are reported fully below.
13. Before discussing the main issues, both forums reviewed the resources and profiles of each FRS, with particular reference to their strategic roles in integrated risk management planning and to the current public spending review which has reduced the central government funding to both organisations.

Awareness of Risk

14. At Reading, the Berkshire participants were relatively accurate when estimating the number of annual accidental fire deaths in Berkshire, perhaps reflecting what about a third of them had learned in previous forums. Most estimated that the average number of annual accidental fire deaths in Berkshire is between two and twelve – though some guessed as high as 100 per year! While many of the guesses were higher than the actual average figure, which is about two or three per year (with none sometimes), the overall range of estimates was much lower (and more realistic) than is normally case elsewhere in the country.
15. The Oxfordshire participants at Oxford (who had not attended a similar forum previously) were more inclined to over-estimate the number of annual accidental fire deaths in Oxfordshire. Most guessed at somewhere between 25 and 100, but there were some serious estimates that county-wide accidental fire deaths were as high as 650 per year! The estimates of the Oxford forum may also reflect the fact that almost two-thirds of the group were aged 34 or under – and only one person was aged 55-plus.
16. In the light of these estimates, it is perhaps worthwhile to record the actual recent death rates in fires (the averages are in brackets):

	RBFRS	OFRS
2002	1	5
2003	4	5
2004	0	3
2005	1	2
2006	3	5
2007	4	2
2008	7	0
2009	1	1
2010	2	4
TOTAL	23 (2.5)	27 (3)

Awareness of Finances

17. When asked how much it costs to crew one 24/7 wholetime fire engine per year, again people's estimates in both forums varied considerably – ranging from £180K upwards to a more accurate £1M. However, many of those who did not give an estimate said they had *no idea*.
18. Most participants over-estimated when asked about RBFRS' and OFRS' annual budgets to the nearest £5M. Most guesses were in the range of £25M to £75M; but some participants at Oxford guessed £400M!

Main Discussion Issues

19. In the main discussion, participants were asked for their opinions on three main options for the future of Fire Control Room services in RBFRS and OFRS, namely:
 - Retaining their respective independent Fire Control Rooms (with resilience support from back-up networks)
 - Seeking to create a Combined Emergency Services Control Centre (jointly with the Police and Ambulance Services)
 - Creating a Joint 'Thames Valley Fire Control Room' based on collaboration between RBFRS and OFRS.
20. In explaining each of these views as plausible candidates, relevant comparisons were made: for example, with Merseyside FRS which is pursuing the second option with the other Merseyside emergency services; and Gloucester, which has a Tri-service emergency control centre. The fact that RBFRS and OFRS had originally sought to include Buckinghamshire and Milton Keynes FRS was also explained.
21. The important role of the Fire Control Rooms was also explained in detail – with example scenarios of the types of calls they handle. In this way, participants became aware of the important role that IT plays in their call-handling and deployment of fire engines; and the need for investment following years' of uncertainty caused by the initiative for regional control centres was also highlighted.



22. Within this context, there were initial discussions of each of the three options, as reported in the following sections.

Option 1: Independent Control Centres (with resilience support networks)

23. Although the retention of independent Control Centres drew some support insofar as *we know it works*, most participants in both Forums agreed quite quickly that this solution would be likely to represent poor value for money, in light of reducing call volumes:

We have two Control Centres at the moment, which seem to be under-used, so it would be good to economise (Berkshire).

24. There was also concern that retaining independent Fire Control Rooms (and the cost involved in doing so) could result in reductions elsewhere in the service:

Surely, it would involve reductions elsewhere? (Berkshire)

25. Both forums asked if Fire Control Room staff require detailed personal knowledge of local neighbourhoods to operate successfully, but they were readily reassured that this is not the case in the context of Geographical Information Systems; and they both appreciated that it is not feasible for Berkshire or Oxfordshire Fire Control Room staff actually to know local neighbourhoods right across their counties.

26. At Oxford, however, a minority suggested that an independent Fire Control Room may be feasible with some amendments, such as: a reduction in staff numbers at both sites; utilising control staff for other support functions; and renting out space within each centre to local businesses to maximise income:

Why don't the existing centres just reduce their numbers of staff substantially? The call numbers suggest they could do that... (Oxfordshire)

If the centres are under-utilised, could you rent out some space to local businesses? (Oxfordshire)

If there are too few calls, could you use the operators for other support functions? (Oxfordshire).

27. Overall, though, the forums were not inherently attracted to separate Fire Control Room. The Oxford forum certainly showed interest in questions about how an independent centre could be made to work, but (as we shall see) the enquiries were more theoretical than evidence of loyalty to separate Fire Control Rooms.

Option 2: Combined Emergency Services Control Centre

28. The idea of a combined Emergency Services Control Centre was raised spontaneously by a few members of the Oxfordshire forum and initially some suggested that it might have some merits:

Could you link with other emergency services? Would this work? (Oxfordshire)

Your centre and the police centre are in Kidlington – so could you combine with them? (Oxfordshire)²

IT systems are very different so mergers with other kinds of organisations can be hard...but they can be managed so is this insurmountable? (Oxfordshire)

² Thames Valley Police Control Rooms are located in Abingdon and Milton Keynes.

29. On the basis of these kinds of considerations, a small minority in the Oxfordshire forum preferred option two throughout the forum.
30. However, in both Berkshire and Oxfordshire the majority of participants felt that an Emergency Services Control Centre for all three services would be difficult to negotiate and achieve in practice – particularly given the different geographical areas covered by the different authorities, and the varying processes and procedures of the three emergency services.
31. Furthermore, while the forums recognised that different specialist operators would deal with the calls for each of the emergency services, they noted that a shared Emergency Control Building could result in both FRSs paying too big a contribution to the build and running costs of the Centre – if the costs were split more or less equally when the Police and Ambulance services take many more calls than the FRSs. Some typical comments were:

It's a non-starter; it's too complicated and hard! (Berkshire)

The ambulance service covers a much wider area (Oxfordshire)

The only plus would be to use one building and not three (Berkshire)

The shared costs would be based on space not calls – as a percentage of the total – which would 'over-charge' the FRS and be relatively expensive (Berkshire)

Would you pay for the space proportionately or for the calls proportionately in a joint centre? (Oxfordshire)

There would be costs in terms of needing a new, large, purpose-built building (Berkshire)

The three services are very different – the police and ambulances get most calls (Berkshire)

Do any of the other emergency services want to get together like this elsewhere? (Oxfordshire)

32. Overall then, while a small number at Oxford liked the idea of a Combined Emergency Services Control Centre, the great majority of participants thought it was impractical and undesirable due to non-alignment of authority areas, different organisations; having different processes and procedures, and the likely costs to the FRSs.

Option 3: Joint Thames Valley Fire Control Room

33. During the course of the discussion about establishing a joint Thames Valley Fire Control Room, a number of initial questions and concerns were raised, principally around the need for new infrastructure (new building and better/more integrated IT systems) and the costs involved in this:

Would we need a new building? (Berkshire)

Would the call centres be in new buildings? (Berkshire)

Will there be significant investment in new IT? (Berkshire)

How do modern IT systems differ from what we have now? (Berkshire)

Do the IT systems match up? (Oxfordshire)

How would the IT systems work in practice in relation to directing the fire engines to the incidents and cross-border collaboration? (Oxfordshire)

If you have two IT systems, will you just switch one off and then cover the whole area with one of them or do you need new investment? (Oxfordshire)

34. There was also discussion of the financial issues (the costs involved in closing the existing individual Fire Control Rooms, the exact nature of the savings made, the way in which costs will be split between the two FRSs, and whether the finance available for the project will be ring-fenced). These financial issues were particularly prominent in the Oxfordshire forum:

How much will it cost to save the £880K? (Oxfordshire)

There will be a one-off cost in closing one centre! (Oxfordshire)

Regarding the funding, how would the co-operation work in terms of dividing the costs? How would the costs be allocated? (Oxfordshire)

How would the costs be charged? 50/50 or by the cost per call? (Oxfordshire)

If you have two IT systems, will you just switch one off and then cover the whole area with one of them – or do you need new investment so both the IT systems are fit for purpose? (Oxfordshire)

Would the grant funding for the project be ring-fenced? Is the Control Centre funding separate from the rest of the budget? (Oxfordshire)

How does the cost compare with outsourcing the Centre to another provider? (Berkshire)

35. In both forums, some participants focused on the potential for redundancies and the views of staff on the proposed change, but there was a range of views on these issues:

I just worry about redundancies (Berkshire)

Would the total number of staff be reduced and by how much? (Oxfordshire)

How would the redundancy be managed – to assist or redeploy the staff? (Oxfordshire)

Have you asked the staff about these proposals? What do they think about it? (Berkshire)

Are the staff happy with it? How do they feel? (Berkshire)

Are there any implications for strikes? (Berkshire)

But it is our taxes that are paying for two Centres – and one of them is unnecessary! (Berkshire)

36. Some participants wanted reassurance that a joint Control is not a first step towards a full merger of the two FRSs:

Would this be a precedent for merging the two Fire and Rescue Services in a few years' time – like some ambulances merged? (Oxfordshire)

Would this be a precedent for a full merger of the Fire and Rescue Services? (Berkshire)

37. Others focused on the potential impact of the proposal on response times:

Would this worsen response times? (Berkshire)

38. The 'local knowledge' of the Control Centre staff was a matter of some concern, but generally acknowledged to be less important than normally thought:

Do the control room staff have local knowledge that would not be available in a joint control room? (Oxfordshire)

Local knowledge is important, but [even] in the Tilehurst Control Centre they don't know the whole county so local knowledge is not such a factor nowadays (Berkshire)

The Centre could be based anywhere from an operational point of view (Berkshire)

39. Both forums thought it is important to clarify the management and accountability of any joint Fire Control Room:

If it doesn't work, will people be accountable for it? (Berkshire)

How would the new control room be managed? To whom would it be accountable? (Oxfordshire)

Are you happy with the communications and relations between the two services now? (Oxfordshire)

If it does not work, how will it be undone? Will one service be deprived of a control centre and have nothing to fall back on? (Oxfordshire)

40. Accountability seemed particularly important in relation to a joint Fire Control Room's ability to manage a high volume of calls and incident peaks (and what would happen if this proves to be unmanageable):

If you had many emergency calls coming in, would the overflow go to another FRS control and could you manage the peaks in incidents? (Oxfordshire)

Will the new centre affect cross-border collaboration with Surrey and Hampshire? (Berkshire)

41. Both forums were interested in the timescales for changes and the motivations of the two Services:

How long would it take to phase this in? (Berkshire)

Would you do this if there were no savings to be made? Is the grant the underlying reason? (Oxfordshire)

42. Ultimately, however, and despite the questions and issues referred to above, the great majority of participants across the two forums favoured the creation of a joint Thames Valley Fire Control Service. After questions and consideration, there seemed to be few real disadvantages:

There seem to be many pluses but are there any negatives apart from the loss of staff? (Berkshire)

43. One person at Reading had attended the forum with the express intention of rejecting the proposal, but she was convinced of its merits by the evidence and discussions:

I thought it should be stand-alone, but having heard all the points I feel my worries have been answered! (Berkshire)

44. It was also suggested that the public at large will not even be aware of the change if it is implemented – and that RBFRS and OFRS should thus publicise how conscientiously they have engaged and consulted with the public on the issue in order to raise awareness:

I don't think the public will even realise that the system has been changed (Berkshire)

It would be a good idea to publicise that you have consulted with people – to show how conscientious you have been (Berkshire).

An Ideal Location for a FCC?

45. Regarding the location of the proposed Thames Valley Fire Control Room – whether it should be sited at the Reading or Kidlington headquarters – the consensus in both forums was that the merits of the proposal should not depend on the location. Both meetings agreed readily that neither authority should just promote its own base uncritically – for it is important to find the best and most cost-effective site. This sentiment was particularly strong at the Reading forum. At Oxford, there was some concern about the loss of employment locally, but the **general consensus at both meeting was that the site should be selected on its merits alone:**

It should be the most cost effective [site] to save money and get better equipment without wastage and a new building (Oxfordshire)

The centre could be based anywhere from an operational point of view (Berkshire)

Regarding the location of the control centre, the relative cost is the single biggest factor that should influence the choice (Berkshire)

46. At Reading, one person suggested that a border location would allow staff from both RBFRS and OFRS to accept posts at the new Fire Control Room – but most people quickly acknowledged the impracticality of this idea in terms of staff travelling to work and the costs of a wholly new base somewhere.

Overall Judgements

47. The account of the discussions so far show that while participants raised many issues, they were certainly not hostile to the proposal for a joint Fire Control Room – indeed they were generally very favourable. In this context, in response to questions about productivity and costs, towards the end of each meeting the forums were shown the following data (from the Consultation Document) about the cost of running the existing and proposed Fire Control Rooms.

Comparative Efficiency Table					
Service	Emergencies attended p.a.	Ctrl Staffing	Avg Emergencies per Operator/ p.a.	Avg Emergencies per Operator/ Shift	Staffing Costs/ Emergency £
London	120,692	115	1,049	6.36	52.45
TVFCS *	13,217	30	440	2.6	77.99
Lancashire	21,158	42	503	3.0	78.64
Kent	17,653	36	490	2.9	90.15
Humberside	11,543	33	349	2.1	130.08
RBFRS	7,674	34	225	1.36	146.58
OFRS	5,543	26	213	1.29	169.81

* Indicative figures

48. Having completed their discussions and studied the data above, the **Berkshire participants were almost unanimously in favour** of establishing a Thames Valley Fire Control Room. Indeed, **23 of the 25 people present readily endorsed the proposal** (and there were only two 'don't knows'). In the Reading forum, the least favoured option was a Combined Emergency Services Control Centre.
49. The **Oxfordshire forum was not quite so emphatic in its support, but 14 out of the 21 present supported the joint Fire Control Room**. Of the remaining seven people, only two were opposed and there were five 'don't knows'. The Oxford objectors were principally concerned about *losing jobs for the sake of technology* and they also favoured the more radical option of a combined Emergency Services Call Centre – mainly on the grounds of its greater supposed efficiency.

The three emergency services should go together. Bite the bullet! There needs to be better co-ordination and communications of all the emergency services; they should work together more closely (Oxfordshire).

50. Those at Oxford who abstained from either endorsing or rejecting the proposed joint Fire Control Room felt that they still did not have sufficient information to make an informed decision, and also that the change may not make much practical difference:

The presentation should have given more information and it might not make much difference in practice (Oxfordshire)

There are many hidden and technical issues (Oxfordshire).

51. The underlying concern of some who abstained seemed to be:

Would you do this if there were no savings to be made? Is the grant the underlying reason? (Oxfordshire)

Conclusion

52. Therefore, while the Berkshire and Oxfordshire forums wanted to examine the issues in detail, and raised many matters for discussion, there was overwhelming support for the proposal for a joint Thames Valley Fire Control Centre. The **Berkshire participants were almost unanimously in favour** and **two-thirds of those in Oxfordshire supported the proposal**. Overall, then, across both forums, **eight in ten participants favoured the proposal** after examining in detail the alternatives. The general conclusion was that the benefits of establishing a combined Thames Valley Fire Control Service greatly outweigh any potential difficulties of doing so – and the great majority supported RBFRS' and OFRS' proposed direction of travel.



Proposed Thames Valley Fire Control Service

Report of Engagement with Control Centre staff at Royal Berkshire and Oxfordshire (County Council) Fire and Rescue Services

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Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Royal Berkshire Fire and Rescue Service (RBFRS) and Oxfordshire Fire and Rescue Service (OFRS) on the important engagement reported here. We trust this report will contribute to their consideration of a Joint Fire Control service and their future policies.

We thank RBFRS and OFRS for commissioning the research, and are especially grateful to Bryan Morgan and Ellie Gray (RBFRS) and Mat Carlile and Vicki Pearson (OFRS and OCC respectively) who ensured the smooth running of the project, particularly by attending the two staff forums: they listened to the participants' views and answered questions fully and frankly; and their input was essential in achieving an informed and thoughtful debate.

Above all, we are grateful to the 26 members of the Control staff who took part in the forums and shared their views. They were patient in listening to background information before entering positively into the spirit of open discussions. They all engaged with the issues and discussed their ideas readily.

At all stages of the project, ORS' status as an independent organisation consulting the public as objectively as possible was recognised and respected. We are grateful for the trust, and we hope this report will be useful in thinking about the proposed Thames Valley Fire Control Service and in strengthening RBFRS' and OFRS' engagement with its staff.

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Project Overview

Introduction

1. On the basis of our long-standing experience with the UK fire and rescue services, and our status as the sole approved provider of research and engagement services under the terms of the Fire Services Consultation Association's National Framework Contract, ORS was jointly commissioned by Royal Berkshire Fire and Rescue Service (RBFRS) and Oxfordshire Fire and Rescue Service (OFRS) to convene and facilitate two joint Control Centre staff engagement forums to discuss the proposed Thames Valley Fire Control Service. The two joint staff forums formed part of a wider engagement programme encompassing randomly selected members of the public in deliberative forums in both counties.
2. ORS' role was to design, facilitate and report the two joint forums. We worked in collaboration with RBFRS and OFRS to prepare informative stimulus material for the meetings before facilitating the discussions and preparing this independent report of findings. Since this was a joint commission by both FRSs, and because both forums involved Control Centre staff from both organisations, we have prepared a single integrated report. The forums used a 'deliberative' approach to encourage the staff to reflect in depth about the reasons for and implications of the proposed changes.
3. Each forum lasted for about three hours and a total of 26 Control Centre staff took part – a high proportion of the total number of Control Centre staff. The meeting on the evening of June 18 was attended by 18 people and there were eight at the meeting the following morning. Both meetings were held at the Shillingford Bridge Hotel, Wallingford, Oxfordshire.
4. In the facilitation, care was taken to ensure that all participants were able to contribute and the meetings were conducted sensitively in the light of the important issues being discussed. RBFRS and OFRS staff attended both meetings and readily agreed to be mixed on small round table discussion groups. The outcomes reported are a faithful reflection of all that was said.
5. The structure and discussion agenda for the two meetings was standardised as follows:
 - Profiles of RBFRS and OFRS – including their resources, strategic roles, incident profiles and challenges
 - Background to the proposals – including abandonment of regional control centre initiative and financial pressures arising from the four-year public spending review
 - Recent history of proposals for regional Fire Control Rooms
 - RBFRS' and OFRS' current Control Room arrangements
 - Other options considered by RBFRS and OFRS
 - Proposal for a joint Thames Valley Fire Control Service and its advantages
6. Around these topics, the participants were given extensive time for questions and discussion prior to being asked for their views on the key aspects of the proposals. Everyone was happy to discuss the issues in depth and then to express their overall judgements which were recorded in real-time in PowerPoint.

The Report

7. This report concisely reviews the sentiments and judgements of participants about the proposed Thames Valley Fire Control Service. Verbatim quotations are used, in indented italics, not because we agree or disagree with them – but for their vividness in capturing recurrent points of views. ORS does not endorse the opinions in question, but seeks only to portray them accurately and clearly. On this occasion we have given more quotations than normal – to ensure that the sentiments of both forums are expressed clearly and that readers are fully aware of staff views.

Engagement Findings with Commentary

Introduction

8. This section reports the findings from the two Control Centre staff engagement forums while also revealing the reasoning of participants. Naturally, both sets of participants shared considerable common ground so it has been possible, without distortion, to write a single report.
9. To prompt detailed discussion, the supposed benefits that RBFRS and OFRS believe will result from the Joint Control were outlined in detail – in particular the operational, resilience, efficiency and financial benefits. The operational benefits of the proposals were said to offer a better service to the public and fire fighters due to:
 - Improved caller location information
 - Automatic Vehicle Location System (AVLS) give quicker response times from nearest resource
 - More user-friendly mobilising system with “rule sets” so Control Room operators can focus on swift mobilising
 - Further provision/upgrade of Mobile Data Terminals (MDTs) for safer work systems
 - New ICT to support Operators in fire survival guidance
 - Possible to transfer calls via Direct Electronic Incident Transfer (DEIT) to other emergency services – thus reducing voice traffic, potential delays and increasing accuracy by avoiding dual entry of details
 - Better operational procedures via the ops alignment work stream
10. The resilience and efficiency benefits were summarised as comprising:
 - New systems replacing ageing system, reducing potential failure
 - Improved ICT security for interconnection reducing risk
 - Fully equipped secondary control for effective fall back
 - Remote buddy to take overflow calls and with ability to mobilise directly for all incidents
 - Movement to data for routine messages reduces operator workload
 - Adoption of standard procedures in both FRSs will allow future alignment of procurement, policy and training arrangements.
11. The possible efficiency and value-for-money gains were contextualised in relation to the reductions in central government funding and the relative costs of different Control Centres, as shown in the following table.

Comparative Efficiency Table					
Service	Emergencies attended p.a.	Ctrl Staffing	Avg Emergencies per Operator/ p.a.	Avg Emergencies per Operator/ Shift	Staffing Costs/ Emergency £
London	120,692	115	1,049	6.36	52.45
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Humburside	11,543	33	349	2.1	130.08
RBFRS	7,674	34	225	1.36	146.58
OFRS	5,543	26	213	1.29	169.81

* Indicative figures

12. In this context, staff were reminded that the proposals for a Joint Control are based partly on estimated annual savings of £880K.
13. Following this introduction, there were full discussions of the key aspects of the proposals, in particular the claimed resilience and efficiency benefits.

Resilience?

14. Both forums were somewhat sceptical about the supposed resilience benefits, the second smaller meeting more emphatically than the first. Both meetings doubted that an automated, IT-based system with more standardisation protocols would really be better than experienced, interactive and sensitive human operators. For example, some typical comments along these lines were:

With RTCs the IT system can be dangerous if we rely on it uncritically to locate incidents – because it can be misleading – and the project is being sold on this basis – but the human expertise is important if IT fails

We shouldn't have so much faith in IT – as the main sales point!

15. The second forum, in particular, stressed a number of related doubts about the resilience of more IT-based system:

Caller location can be problematic for many incidents – especially RTCs – you need the human interface

Are there any statistics or data to support the claims about improved caller locations? This is a key selling point for those who are promoting these systems – and it should be confirmed

You cannot rely too much on automation and ICT because the operators have to have the 'human skills' of dealing with stressed callers in urgent circumstances.

16. The staff felt that they provide such a good service that there is no need for a whole new system – for example:

The 2007 flooding was handled effectively in Oxfordshire's Control with a great deal of commitment – without all these IT refinements – so it seems unnecessary to make the IT changes.

17. Reflections on resilience also led some staff to question whether, whichever one of the two organisations provides the secondary back-up Control, it could be crewed sufficiently quickly in an emergency in which the primary Joint Control failed for some reason:

How quickly can the secondary control be set up in an emergency? Kidlington and Reading are up to two hours' for staff to travel between.

18. Apart from the fear that the main Control might fail for some reason and there would be a delay in commissioning the secondary Centre, there were repeated worries about how spate conditions might overload the primary Centre (due to too few staff on duty) and whether the auto-overflow of emergency calls to the remote buddy support would lead to operational confusion in terms of who has final control over the deployment of pumps to incidents:

Sometimes in spate conditions we need more trained staff – but you are going to reduce staff numbers and increase the calls. How well do the staff-recall arrangements work currently?

This could worsen resilience in spate conditions with twice the number of calls coming into the same centre – and the remote buddy 'overflow system' may lead to the inappropriate deployment of our fire engines that could jeopardise our capacity to deal with spate conditions effectively

We need to be convinced that spate conditions will be more resiliently dealt with under the proposals – the remote buddy control has to relate effectively with the primary Control. Spate conditions never work in a standard way!

The main resilience concern is how to establish effective protocols with the remote buddy FRS to deal effectively with spate conditions without 'conflicting' with the primary Control

How will the remote buddy co-ordinate with our own Control which could also be dealing with the same incidents? What if the buddy control room becomes over-loaded or goes down because they are dealing with our spate conditions? How effectively will we be able to work with an outside authority to provide a service for us?

Will the remote buddy be able to mobilise simultaneously with us in relation to the same pumps? Who will have overall control when the remote buddy kicks in during spate conditions? We have had experience with Vector allocating resources and then having to be corrected.

19. In this context, there were also concerns about the feasibility of the 'remote buddy back-up system' – as the following questions and statements show:

How do you choose a compatible remote buddy?

Do you have a particular remote buddy in mind?

The remote buddy authority itself might merge with another FRS (or others) and then it might have to deal with our calls and all their own – for example, in Yorkshire – and that might not work

Will the buddies all have the same equipment? Are they not all doing different things? We need to choose the remote buddy very carefully – and the staffing schedule.

What is already in place elsewhere and how are the arrangements working out? Have attendance times been affected?

20. There were also concerns that the Joint Control might not be sustainable without a full merger of RBFRS and OFRS to resolve possible policy and procedural differences:

It is not a merger, but how much will be done jointly? It could lead to having to develop general joint policies – the fear then is that there'll be disagreement – or else a full merger of necessity – there are many procedural and operational issues where autonomy might be reduced in the need for standardisation – and Control staff might have to operate two sets of policies

Can the system be programmed for the relevant PDAs for each authority?

There are potential organisational and autonomy issues – in terms of having to standardise policies or even merge entirely.

21. Both forums were worried about staffing numbers in the Joint Control, in terms of whether the reduced staff could cope with the call volumes for two FRSs – and they doubted the wisdom of dealing with administrative calls separately (by different staff):

The key worry is that fewer staff will have to deal with incidents across two counties – the risk increases with the larger area! You are cutting staff for a larger area!

Will there be enough people in the Control Centre to handle both sets of calls?

You will have fewer staff in spate conditions

I have fewer calls, but I am overall busier than ever before in terms of the RDS and other administrative calls

What will happen to the admin calls in the proposed Joint Control Centre – will they be outsourced or dealt with by other staff?

Will a lot of the administrative calls be removed from the Control Centre in the new system? If so, what will happen overnight?

You will have to find other people to take the administrative (fit and sick) calls – and it seems like an unnecessary change to do that. The Control's role is to maintain staff cover as well as taking the emergency calls

It's unnecessary to move the admin calls to other staff if Control staff can deal with them!

22. There was also speculation that the two FRSs might use the Joint Control IT systems to reduce the number of skilled and experienced staff, in a sort of dumbing-down, call centre approach:

These automated systems seem to dumb-down the operator skills in Control Centres. Are you planning to employ cheaper, less well-qualified staff with lower levels of skills – will you employ "call centre workers" rather than the qualified operatives we have now?

23. Finally, no one argued that all the existing staff would refuse to apply for the new Joint Control, but one person asked:

At the basic level, have the FRSs both considered the wealth of experience and commitment that the Control staff have and have you considered the implications of the current staff not going forward to the new Control Centre?

Efficiency Savings?

24. Comments about the number of calls taken (as opposed to emergencies dealt with) led to many other comments that the efficiency calculations are based on the emergency incidents per operator, but take no account of the actual total number of calls received:

The costings take account only of the emergency calls – you do not seem to take account of the full range of services we provide – and have the public been told of all the things we do?

The IT system will not replace all the communications we have to do with emergency callers and crews during incidents

Regarding the costings for incidents, and the comparison of incidents attended, do the figures include repeat calls and cases where we take a call but do not actually respond? We have incidents and we have calls – not all our calls are classified as incidents

One incident might generate 40 calls in some cases – so these should be taken into account – so we actually deal with many calls per shift – so I wonder if the politicians know and understand these issues clearly?

25. Apart from their earlier doubts about the resilience of auto-caller-location, the staff questioned whether auto-data transfer to the other emergency service would really be as efficient as assumed:

I see no benefits in auto-transfer of data to the other emergency services because it is effective now to do this orally; and it often needs background explanation and discussion with the other service to inform them effectively. Where is the evidence that auto-transfer is better than the current system?

26. Similarly, others thought that dealing with callers would be less efficient – due to a standardisation of the process:

Pre-written question protocols can be restrictive and simplistic – because different situations and callers have different needs and requirements – and standard question sequences can actually delay things!

27. In this context, some staff thought the only real benefit of the proposals was the potential to save money on staffing costs:

The only obvious benefit is the money saving!

There are clear monetary savings under this proposal.

28. Many more were doubtful even about this and in any case preferred the authorities to pursue an alternative route – for example:

What is the whole cost of the project? What will the £3.6M buy in practice?

Why is the investment and improvement dependent on a joint single Control Centre – why not continue with two separate sub-control centres but still work together? This would allow us to operate as each other's overflow and secondary control

What will happen if one of the authorities vetoes the decision and the proposal does not go ahead? Could we just split the money and go our separate ways? Could we not upgrade ourselves separately with half the money?

Why are you confident that the proposals will be adopted by the two authorities? Is it only because of the savings?

Will the costs escalate and will there be extra money if it does? Is there a plan B if that happens?

If there was no concern about money, would you still go in the same direction?

Other Matters

29. Staff were concerned to point out that the government was not requiring the services to create a Joint Control:

The £1.8M funding was to update the system, but I don't think you had to merge to get the grant funding.

30. There were also worries that the two services might take the initiative as an opportunity to de-skill the Control staff in the context of standardised IT systems and protocols.
31. In terms of implementation, the staff were keen that the Control staff should be involved in planning the transitional arrangements:

The Control staff should be part of the inter-ops alignment planning work – but we seem to be left out of the process so far.

Location

32. Everyone agreed that it was meaningless to count 'votes' on the best location, but when staff were invited to state any relevant considerations, the main comments were

We need a secondary control facility that is closer [to the relevant staff] than the one that is not chosen – so the staff there should not have to travel too far to the secondary base

If the primary Control is in Kidlington, will the secondary control be relocated to the new HQ in Berkshire?

Overall Opinions and Conclusions

33. In both forums, staff were asked for their overall judgements about whether there would be cost and resilience/efficiency benefits and whether, all things considered, the proposal for a Joint Control is reasonable or not. They were also asked for any comments about the criteria that should influence the choice of location for the new Joint Control.
34. In the first forum there was a wide diversity of opinion about whether the Joint Control would achieve significant **cost savings** – with a third saying ‘yes’, a third saying ‘no’ and a third who were ‘don’t knows’. In the second smaller group, the majority were ‘don’t know’ on the question of cost savings (with only one out of eight) saying they would definitely not be achieved. Therefore, most staff were at least open-minded or undecided about whether there would be cost savings, with a third of the larger forum believing savings would be achieved.
35. With respect to whether the Joint Control would deliver **resilience benefits**, the overwhelming majority in the first forum was that it would not: no one was optimistic while 13 felt there were no benefits to be achieved and five said they had no opinion at that stage. In the second forum, half thought there would be no resilience benefits while the other half were ‘don’t knows’. Overall, then, across both forums, the clear majority view was that resilience would not improve in a Joint Control. In fact, across the two forums, no one was optimistic about greater resilience.
36. In terms of whether the proposal for a Joint Control is **reasonable overall**, all things considered, the first forum was almost equally divided between sceptics and those who did not know – but with no one supporting the proposals as reasonable overall. In the second forum, too, no one supported the Joint Control as a reasonable proposal, and most said they were ‘don’t knows’. Overall, then, the forums were divided between those who thought the project unreasonable and those who did not know.

Facilitator’s overall impression

37. Both these forums discussed very sensitive issues that directly affect the employment prospects and terms and conditions of those taking part. Nonetheless, all the participants were thoughtful and reasoned in their approach to the discussion and both sets of staff seemed to appreciate the chance to meet together and engage with the issues of principle in small, mixed round table discussions. While disagreeing with the analyses of the senior staff present (who are managing the project), the forum members were uniformly understanding and appreciative of the answers to their questions and the engagement opportunity. It is not an exaggeration to say that both sets of staff were a credit to their respective FRSs!

Footnote: some sensitive issues

38. The discussions showed that the staff were particularly keen on some practical matters to do with communications and the implementation of any scheme. In the immediate future, they wanted the separate decisions of the two authorities to be communicated to them separately and quickly by an appropriate and sensitive route (though there was no consensus on how the RBFRRS decision should be transmitted on the same evening that the authority meets). Some typical comments were:

Can we have some guarantee that on the 17th July we shall be informed properly of any outcomes? We all need to be told at the same time!

We should be phoned and informed personally of the decision – text can seem too impersonal

We would all like to be either phoned or texted if it is late at night.

39. The staff were all also keen that, if the proposals go ahead, then – whichever base might be chosen for the primary Joint Control Centre – the moving in and setting-up should be handled sensitively so that neither set of staff would feel they were being ‘taken over’ or just moving into the others’ base: that is, they wanted the new Joint Control to seem like a new venture in which ‘everyone is new’ rather than the continuation of routine business in one of the organisations. For example, a typical comment in this context was:

The new Control Centre has to be made to feel like a joint enterprise rather than a take-over by one or the other – you will need good team building days – and it would be best to have joint occupancy at the same time.

40. Finally, they stressed that staff would need guidance and support if their centre was not chosen as the new base:

I hope the staff that do not get the new location as their base will get full support from their FRS and HR with assistance towards thinking about further options.

Dale Hall

MD, ORS

24-06-2012

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Thames Valley Fire Control Service Consultation Document



PREVENTING PROTECTING RESPONDING

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Introduction

The Control room is the primary 24 hour point of contact for all emergency calls and for internal administrative functions. Every emergency call is received within the Control room and the Control operators are responsible for answering all 999 calls, sending fire engines and managing our resources to ensure we provide a highly effective service.

Along with many other fire and rescue services, Oxfordshire Fire and Rescue Service and Royal Berkshire Fire and Rescue Service currently each have their own separate Control functions. Both are staffed by highly trained Control Operators who answer 999 calls and mobilise fire engines to all kinds of emergencies including road traffic collisions, chemical spillages, large animal rescues, as well as fires.

Oxfordshire Fire and Rescue Service and Royal Berkshire Fire and Rescue Service are working in partnership on proposals for a new, single joint Control function. This document has been produced to provide you with information about this proposal and to seek your views about how we can provide the most effective, enhanced service to the communities we serve.



PREVENTING PROTECTING RESPONDING

About Us

Oxfordshire County Council Fire and Rescue Service (OFRS)

There are currently 24 fire stations in Oxfordshire, which are staffed 24 hours a day, 365 days a year by a mix of wholetime duty system (full-time) and retained duty system (on-call) firefighters who offer safety advice, education and, of course, an emergency response service.

We have a front-line fleet of 34 fire engines and a number of specialist vehicles.

We employ over 250 full-time personnel (including middle and senior operational managers), over 360 on-call firefighters and 26 Control room staff. These are supported by 50 specialist or administrative staff.

OFRS covers a large area of 260,595 hectares, although the county's population density is much lower than that of the rest of the south east of England at 635,500.

We are organised around three Fire Risk Areas based upon the five District Council areas:

- West/Cherwell
- City
- South/Vale

OFRS Control functions are undertaken from the Control room on the headquarters site at Kidlington. In the event of a problem with the main Control room this is supplemented with a secondary Control room at Woodstock and fallback arrangements to Gloucestershire Fire and Rescue Service. The Control room currently handles approximately 35,000 calls each year, of which 13,000 are emergency calls and 22,000 are administrative calls. OFRS Control as part of the wider County Council also handles a number of calls on behalf of other County Council departments.

Map of Oxfordshire split into the fire risk areas and showing the five districts and the 24 fire stations.

Key to fire stations:

- Wholetime
- Retained duty system (RDS)
- ◓ Day crewed



Royal Berkshire Fire and Rescue Service (RBFRS)

There are currently 18 fire stations in Royal Berkshire, which are staffed 24 hours a day, 365 days a year by a mix of wholetime duty system (full-time) and retained duty system (on-call) firefighters who offer safety advice, education and, of course, an emergency response service.

We have a front-line fleet of 22 fire engines and a number of specialist vehicles. We employ over 380 full-time personnel (including middle and senior operational managers), over 150 on-call firefighters and 34 Control room staff. These are supported by 100 specialist or administrative staff.

RBFRS covers an area of 125,914 hectares and has a population of 865,000.

RBFRS Control functions are undertaken within the purpose-built Control building on the headquarters site in Tilehurst, Reading. In the event of a problem with the main Control room this is supplemented with a secondary Control facility at the Whitley Wood Fire Station in Reading and a tertiary arrangement on strategically-placed laptop computers. A mutual, manual fallback arrangement is in place with Hampshire Fire and Rescue Service. The Control room currently handles approximately 67,513 calls a year, of which 20,206 are emergency calls and 47,307 are administrative calls.



Map of Royal Berkshire Fire and Rescue Service area.

Key to Reading Fire Stations

- | | | | |
|----|----------------|----|-------------------|
| 01 | Caversham Road | 02 | Wokingham Road |
| 03 | Dee Road | 20 | Whitley Wood Road |

MAKING BERKSHIRE SAFER

Background

The Government had intended to replace all local fire and rescue service Control functions with nine Regional Control Centres but this project (called FiReControl) was terminated in December 2010.

While the FiReControl project was in progress, OFRS and RBFRS ensured that their individual Control functions remained resilient with essential maintenance and selective upgrading of systems. However, a decision was taken not to invest public money in medium and long-term developments, owing to the planned move to a south east Regional Control Centre in Fareham, Hampshire.

Since the Government terminated the FiReControl project, OFRS and RBFRS have been working in partnership to investigate options for delivering an improved service.

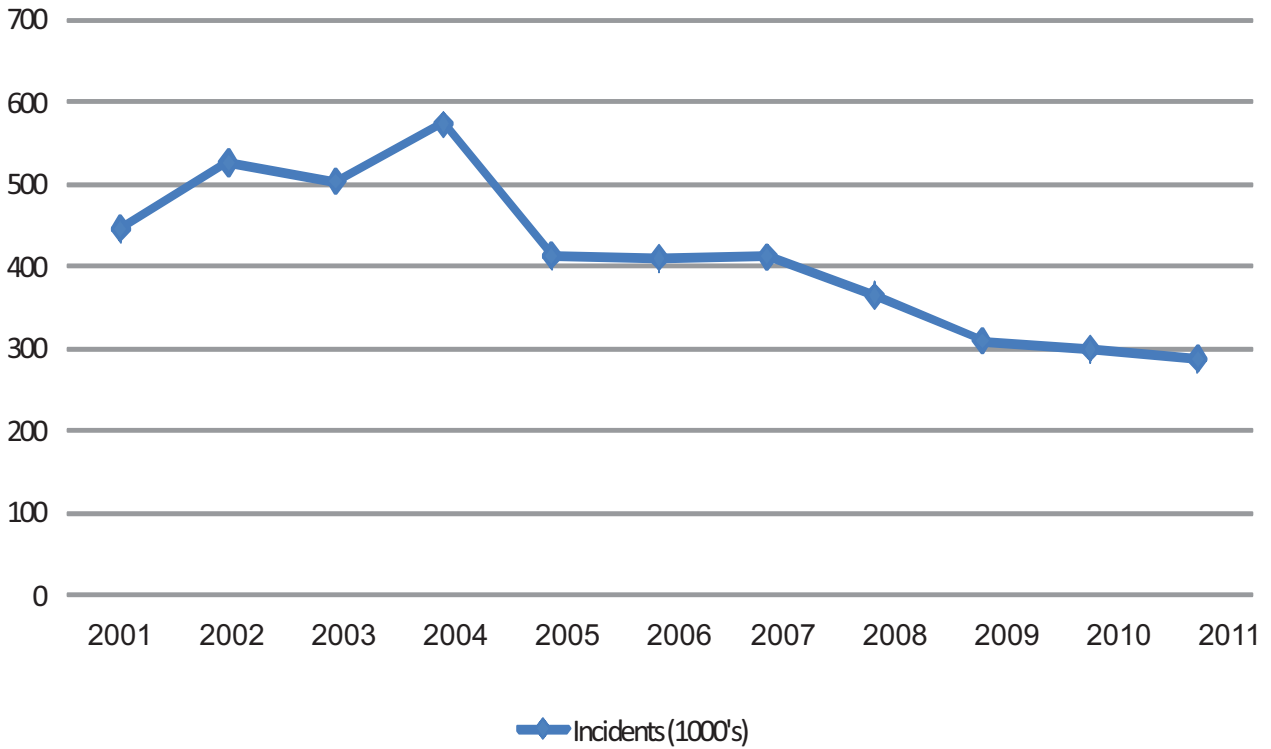
Through community safety education programmes and fire safety enforcement, both services have seen a substantial reduction in the numbers of emergency incidents attended and the number of calls received, from a peak in 2003/04. These falling call numbers and the consequential increase in cost per call handled means that individual Control rooms are becoming increasingly unviable.

As an example, within RBFRS in 2001 each Control Operator handled 4 calls per shift at an approximate cost of £80 per call, in 2010 this had reduced to 1.36 calls per Control Operator per shift at an increased cost of £146.58 per call. The proposal for the new Thames Valley Control Room anticipates that these figures will be each Control Operator handling 2.6 calls per shift at a cost of £77.99 per call.

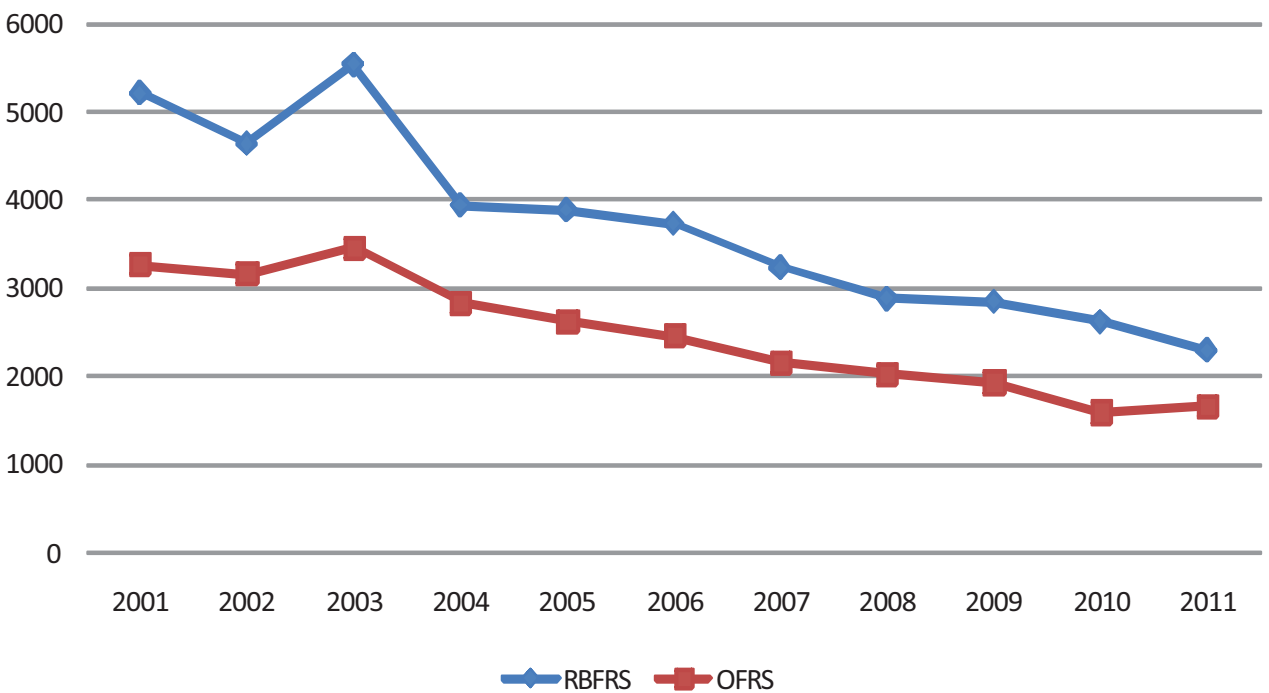


**PROTECT YOUR HOME
WITH SMOKE ALARMS
TEST YOUR
SMOKE ALARMS
EVERY WEEK**

National Fire Incidents



Thames Valley Fire Incidents



Note: The disparity between number of emergency calls and number of emergencies attended can be explained by the fact that an incident may generate numerous emergency calls to the Control room.

Therefore, we believe that a shared Control function between the two fire and rescue services, provisionally called the **Thames Valley Fire Control Service**, is the best way forward for OFRS and RBFRS. The plans are still in their early stages and will be subject to Oxfordshire County Council Cabinet and Royal Berkshire Fire Authority approval in July 2012.

As part of this project, both OFRS and RBFRS are required to consult with the communities we serve and we are very keen to hear your views about our proposals.

Other Options We Considered

A number of alternative options were considered including a collaboration between Royal Berkshire Fire and Rescue Service, Oxfordshire Fire and Rescue Service and Buckinghamshire and Milton Keynes Fire Authority (BMKFA).

After 9 months of collaborative research into the available options BMKFA chose to pursue an alternative option with another Fire and Rescue Service. This was primarily driven on the grounds of financial savings and a quicker resolution rather than the enhanced benefits this project would bring to the communities we serve.

Other options included research into:

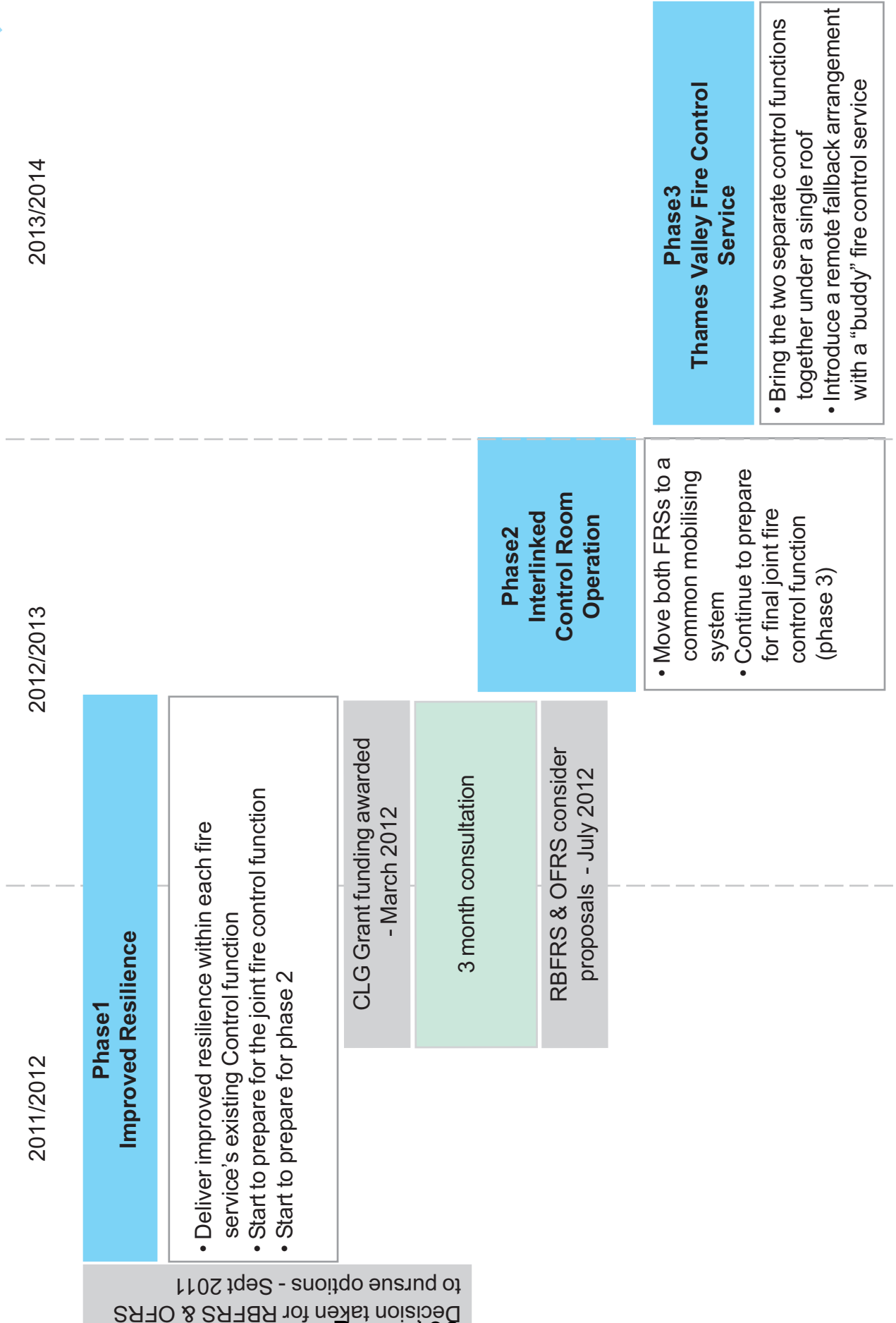
- Outsourcing our separate Control functions to other fire and rescue services.

These options involved research into the possibilities of Surrey Fire and Rescue Service providing the full Control Room facilities for RBFRS. A collaborative approach with London Fire Brigade was examined by RBFRS. Neither of these projects were considered suitable for progression due to financial, timeliness and technological concerns.

- A collaboration with other local emergency services.

These options involved discussions with both Thames Valley Police and South Central Ambulance Service. Whilst all three services offer emergency provision to the communities we serve it was evident that there are significantly different ways we process emergency calls and categorise responses. Due to the sheer number of emergency calls received by our partners, limited resources and cost we could not pursue these options.

Proposed Thames Valley Fire Control Service Timeline



Our Vision

'Thames Valley Fire Control Service: A strategic partnership between Oxfordshire and Royal Berkshire's fire and rescue services, which will provide a world class, resilient and cost effective emergency call handling, mobilising and resource management service, enhancing firefighter and public safety.'

Map of the Thames Valley geographic area



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What We Are Proposing

Enhanced Resilience (Our ability to offer an uninterrupted service)

One of the key aims of the project is to enhance our resilience and ensure we are able to provide an effective service at all times. The financial constraints of remaining as two 'stand alone' control rooms' would prevent us from adopting the latest technologies to enhance resilience and improve our current standards of service.

As a joint partnership the Thames Valley Fire Control Service will enable us to enhance our capabilities and also provide new opportunities for information sharing amongst all the emergency services by the introduction of new technology.

Another geographically remote fire and rescue service will be used to ensure resilience in the event of system problems or unusually high levels of calls. Wherever the TVFCS (the primary Control) is located, a secondary Control room will also be provided to further enhance resilience, guaranteeing a seamless, uninterrupted service in the extremely unlikely event that the TVFCS becomes unusable for a lengthier period of time.

We will improve security arrangements in accordance with central Government guidance, which will also enhance resilience. By introducing more resilient technology, we will increase system reliability, leading to improved business continuity arrangements.

As a single Control Room we are able to adopt common regional policies and procedures more quickly to ensure we can work more effectively with our partners (e.g. local authorities, other emergency services) and other fire and rescue services. This will also enable us to share our own and others' resources more effectively.

We welcome your comments on our enhanced resilience proposals.

Improved Efficiency

Individual Control rooms are becoming increasingly unviable, owing to falling emergency call numbers and the consequential increase in cost per call handled. The Thames Valley Fire Control Service will enable both OFRS and RBFRS to make significant efficiency improvements by rationalising the resources required, compared to the potential cost of upgrading both current Control rooms. It is anticipated that combined savings of £880,000 pa will be made across both Services.

The Thames Valley Fire Control Service will also create the potential for further collaborative arrangements with other fire and rescue services in the future, as well as the ability to offer non-critical out of hours call handling to local authorities (e.g. Oxfordshire County Council and Berkshire unitary authorities).

We welcome your comments on our improved efficiency proposals.

New Operational Benefits

Although we already provide an effective service to our firefighters and the public, there is scope for improvements. A new fire engine mobilising system will be introduced to enable our Control Operators to identify the location of both the caller and our fire engines, which will optimise our response times to emergencies and allow for accurate identification of the location of the emergency.

We will increase public and firefighter safety by providing our staff with the most up to date risk information and enhanced caller identification technology, which will determine the most appropriate response to emergencies.

Fire engines will be upgraded or fitted with the latest onboard computers which will provide mapping data and risk information such as individual building design and special or unusual processes or manufacturing.

These onboard computers will enhance public and firefighter safety whilst providing information for the Thames Valley area which will improve safety, both inside and outside of Oxfordshire and Berkshire.

We will introduce an improved method of information gathering from callers, to ensure we send the most appropriate fire engines. This will also allow our Control Operators to give more detailed advice and reassurance to callers trapped in dangerous situations.

We welcome your comments on our new operational benefits proposals.

Staffing Numbers

Both fire and rescue services each have up to 34 people dedicated to emergency call handling, mobilising of resources and resource management functions. By moving to the Thames Valley Fire Control Service we can offer significant efficiency improvements in terms of the numbers of staff employed and the associated employment costs, whilst at the same time improving performance.

The following table gives an indication of current and anticipated call numbers, in comparison with other fire and rescue services.

Comparative Efficiency Table					
Service	Emergencies attended p.a.	Ctrl Staffing	Avg Emergencies per Operator/ p.a.	Avg Emergencies per Operator/ Shift	Staffing Costs/ Emergency £
London	120,692	115	1,049	6.36	52.45
TVFCS	13,217	30*	440	2.6	77.99
Lancashire	21,158	42	503	3.0	78.64
Kent	17,653	36	490	2.9	90.15
Humberside	11,543	33	349	2.1	130.08
RBFRS	7,674	34	225	1.36	146.58
OFRS	5,543	26	213	1.29	169.81

* Indicative figures

At this stage no specific numbers have been decided for the Thames Valley Fire Control Service, however we welcome your comments on our efficiency and productivity proposals.

Location

No location has been confirmed as yet but locations within the Service Headquarters buildings in Kidlington and Reading are under consideration as part of the premises selection process. It is anticipated that one of these sites will offer the 'primary' Control room, with the other site providing a 'secondary' Control room for resilience purposes. Rationalisation of estate costs based upon a single Control site and a single secondary Control site will provide ongoing savings.

We welcome your comments on the proposal for a single joint Control function in either of these locations.

Funding

Following the termination of the FiReControl project, grant funding was made available by the Government to support fire and rescue services to establish alternative solutions, to avoid the financial burden being placed on local residents.

Fire and rescue services were invited to bid for this grant in a very strict process that required detailed identification of efficiencies and improvements before any funding was considered. After a successful joint bid for funding, OFRS and RBFRS were awarded a total of £3.6M to finance plans for a single joint Control function.



Contact Us

Oxfordshire Fire and Rescue Service and Royal Berkshire Fire and Rescue Service welcome your comments on this Thames Valley Fire Control Services consultation document any time during the consultation period **6 April - 6 July 2012**

Please take this opportunity to make your views known, as it will help to develop strategies and policies to meet local needs.

* **Please note:** further copies of this document can be downloaded from our websites at www.rbfrs.co.uk and www.oxfordshire.gov.uk/fire_service

How To Reply

You are invited to comment on our plans using any of the following methods:

- In writing, using the following **FREEPOST** address:
TVFCS Consultation
FREEPOST (RG2 669)
103 Dee Road
Reading
RG30 1BR
(Remember, no stamp is required)
- Email to: TVFCS@rbfrs.co.uk or TVFCS@oxfordshire.gov.uk
- Visit the Website at: www.rbfrs.co.uk or www.oxfordshire.gov.uk/fire_service
- Telephone: **0118 938 4331**
- Fax us on: **0118 959 0510**

PREVENTING PROTECTING RESPONDING

Do You Want To Become A Retained Duty System Firefighter?

There is currently a shortage of retained duty system (on-call) firefighters at some fire stations in both OFRS and RBFRS. This is particularly the case in our small towns and rural areas because nowadays there are fewer people who live and work in their local towns and villages. You might be just the person to fill the gap.

Where do you work?

First of all, you need to live or work near to a fire station because you have to be able to get there within a few minutes of a call.

Secondly, because we can't predict when you'll be called out, you have to be flexible in your work. The chances are that you'll be working at home, self-employed or for a community-minded employer who can let you off from time to time.

Are you fit for the job?

To apply to join the Fire and Rescue Service you don't need any paper qualifications. You must be at least 18, with good all-round fitness. You will be asked to take a straightforward physical test as part of the process, and just as important are qualities like common sense, commitment and enthusiasm.

How often will you be needed?

On average, you will be called out two or three times a week for a couple of hours. If you cannot be available all the time, that's not a problem. You can be paid for being "on call" for only part of the day or week. There is a particular shortage of people who are available during midweek working hours, so you could have evenings or weekends free if you need to, and still do a valuable and worthwhile job. If you really can't be on call - for example because of a holiday or a deadline at work - you can "sign off".

What do you get out of it?

Apart from the excitement, the challenge and the satisfaction of a job well done, your ongoing training will assist you in becoming more self-reliant and confident. After all, if you can cope in a real emergency, you are ready for anything else which life might throw at you. You will meet a lot of people in your local community and earn their confidence and respect. You will also get continual, ongoing training in the use of equipment and in other more general life skills including first aid.

Added to all this, you get paid! You get paid a basic retainer, plus a fee for call outs and another fee for going into action. You get paid for training and duties like equipment maintenance.

If you think you've got what it takes to join the team, contact your local fire station for further information, or check out our vacancies pages at:

<http://www.rbfrs.co.uk/vacancies.asp>

<http://www.oxfordshire.gov.uk/cms/content/retained-firefighters>

Confidential Monitoring

Oxfordshire Fire and Rescue Service and Royal Berkshire Fire and Rescue Service are keen to ensure that their consultation with the public is effective and inclusive - so please answer the following questions and return these pages together with any comments you may wish to make to the FREEPOST address shown overleaf. In accordance with the Data Protection Act 1998, all personal information will be confidential. It will be used for no purpose other than improving services.

Q1 Are you...? (Please cross **one** box only)

Male.....

Female.....

Q2 What was your age on your last birthday? (Please cross **one** box only)

16 to 24..... 35 to 44..... 55 or over.....

25 to 34..... 45 to 54.....

Q3 What is your ethnic group? (Please cross **one** box only)

White - British, Irish or any other White background.....

Mixed - White & Black Caribbean, White & Black African, White Asian or any other mixed background.....

Asian or Asian British - Indian, Pakistani, Bangladeshi or any other Asian background.....

Black or Black British - Caribbean, African or any other Black background.....

Chinese or Other ethnic group.....

Q4 What is your first language? (Please write in)

Q5 Do you consider yourself to be disabled? Yes..... No.....

Q6 How did you become aware of this consultation? (Please cross all boxes that apply)

Website..... Newspaper..... Fire Service employee....

Email..... Through the post...

Other (Please specify)



Q7 If applicable, in which area of Oxfordshire or Berkshire is your main home?

(Please write in)

Please return these pages together with any comments you may wish to make to:

TVFCS Consultation
FREEPOST (RG2 669)
103 Dee Road
Reading
RG30 1BR

(Remember, no stamp is required)





Oxfordshire County Council Fire & Rescue Service HQ
Sterling Road, Kidlington, OXON OX5 2DU

www.oxfordshire.gov.uk/fire_service



**ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE**

ROYAL BERKSHIRE FIRE AND RESCUE SERVICE

103 Dee Road
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www.rbfrs.co.uk

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Thames Valley Fire Control Service



Service and Community Impact Assessment (SCIA)

Date:	1 st June 2012	Release:	Final
Author:	Malcolm Jones		
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Client:	Oxfordshire County Council / Royal Berkshire Fire Authority		
Version	V2.0		

Note: This document is only valid on the day it was printed

Document Control

Version	Date	Notes
V2.0	28 th June 2012	Amendments following Programme Board

Summary

Oxfordshire County Council and Royal Berkshire Fire Authority have entered into a strategic partnership designed to improve service to the public, enhance resilience and improve the cost effectiveness of emergency call receipt and mobilisation of fire resources.

The Fire Control room and the work undertaken by its staff, is central to the effective provision of both the Fire and Rescue Services. Staff receive 999 calls from the public and other agencies, identify the appropriate response, mobilise the necessary resources (fire engines and staff) and then continue to remotely manage and support the incident.

The Thames Valley Fire Control Service (TVFCS) will deliver, on a phased basis, a joint Control centre equipped with modern technology. The programme will deliver the following benefits:

- Rationalisation of technology and infrastructure on the basis of a single Control Room site and common services across the two Fire and Rescue

Thames Valley Fire Control Service

Services, that will provide both one off and recurring savings when compared to the potential cost of retaining and upgrading both existing control rooms.

- Rationalisation of staff numbers based upon a single Control Room site which will provide ongoing cashable savings.
- Rationalisation of estate costs based upon a single Control Room site and a single disaster recovery site which will provide both ongoing cashable and non-cashable savings.
- A resilient secondary control room which will be located in the opposite county from where the primary control room is located for resilience purposes.
- Planned capacity to allow for the opportunities to insource from other clients or customers. It is also intended to offer non critical out of hours call handling to other local authorities such as, Oxfordshire County Council.

The TVFCS programme is subject to full public consultation, with the consultation process ending on the 6th July 2012. A pivotal decision regarding the future of the programme will be made by Oxfordshire County Council and Royal Berkshire Fire Authority on 17th July 2012.

NB: This is a 'living' document. A Service and Communities Impact Assessment (SCIA) ensure policies meet the diverse needs of the organisations' customers and wider stakeholders. This assessment is iterative and will be updated at significant decision points within the programme.

Review Date

This document will be reviewed on a regular basis. The first milestone and review point will be early July 2012 following the end of the consultation period & prior to both Oxfordshire County Council and Royal Berkshire's Fire Authority meetings scheduled for 17th July 2012.

Purpose of the Assessment

This document is an initial assessment of the possible impact attendant with the proposed merger of the existing control room functions into a single TVFCS. Currently, Oxfordshire Fire and Rescue Service (OFRS) and Royal Berkshire Fire and Rescue Service (RBFRS) operate their own, separate, Control Rooms.

This document considers the communities of Oxfordshire and Royal Berkshire as well as Oxfordshire County Council Fire and Rescue personnel and Royal Berkshire Fire and Rescue personnel and will be reviewed as consultation on the proposed merger is received.

Thames Valley Fire Control Service

Section 149 of the Equalities Act 2010 (“the 2010 Act”) imposes a duty on the County Council and Fire and Rescue Authority, to give due regard to three needs in exercising its functions. This proposal is such a function.

The three needs are:

- the need to eliminate any conduct which is prohibited by or under the 2010 Act;
- the need to advance equality of opportunity between persons who share any of the protected characteristics listed in section 149(7); and
- the need to foster good relations between persons who share a relevant protected characteristic and those who do not.

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

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

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

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding. Compliance with these duties may involve treating some persons more favourably than others; but that does not permit conduct which would otherwise be prohibited by the 2010 Act.

These protected characteristics are:

- Age (people of different age groups)
- Disability (e.g. physical or sensory impairments, long-term illnesses and conditions, hidden impairments such as a heart condition, frailty, learning disabilities or mental health problems)
- Gender (men/women)
- Ethnicity (including Black, Asian, Minority Ethnic groups, Gypsies and Travellers)
- Religion/belief (different faiths, including people with no religion or belief)
- Gender Reassignment
- Sexual orientation

Thames Valley Fire Control Service

- Marriage/civil partnerships
- Pregnancy and Maternity

This document outlines an innovative approach to the delivery of Control room functions across the boundaries of two Fire and Rescue Services i.e. Oxfordshire and Royal Berkshire.

The existing control room functions do not discriminate against any protected characteristics and nor will they in the future.

Background to the Thames Valley Fire Control Service

In response to the termination of the national FiReControl programme, Oxfordshire Fire and Rescue Service are collaborating with Royal Berkshire Fire and Rescue Service on a programme to merge their two existing Control Rooms on a phased basis into a single, joint Thames Valley Control room serving the areas covered by both FRSs. Within the Thames Valley Control room it is intended to introduce the enhanced resilience, technology and functionality that were to have been delivered by the FiReControl Programme, to the extent that this can be implemented without an overarching National model. The proposal will deliver a new service delivery model and realise significant financial efficiencies alongside enhanced resilience, performance and improved service to the public and firefighters.

Proposal

Elected Members will be invited to consider recommendations for the creation of and funding for a Thames Valley Fire Control Service on the 17th July 2012.

The Government had intended to replace all local fire and rescue service Control functions with nine Regional Control Centres but this programme (called FiReControl) was terminated in December 2010.

While the FiReControl programme was in progress, OFRS and RBFRS ensured that their individual Control functions remained resilient with essential maintenance and selective upgrading of systems. However, owing to the planned move to a South East Regional Control Centre in Fareham, Hampshire, a decision was taken not to invest public money in medium and long-term development.

Since the Government terminated the FiReControl programme, OFRS and RBFRS have been working in partnership to investigate options for delivering an improved service.

Through community safety education programmes and fire safety enforcement, both services have seen a substantial reduction in the numbers of emergency incidents attended and the number of calls received, from a peak in the early 2000's. These falling call numbers and the consequential increase in cost per call handled means that individual Control rooms are becoming increasingly unviable.

Thames Valley Fire Control Service

As an example, within RBFRS in 2001 each Control Operator handled 4 calls per shift at an approximate cost of £80 per call; in 2010 this had reduced to 1.36 calls per Control Operator per shift at an increased cost of £146.58 per call. The proposal for the new Thames Valley Control Room anticipates that these figures will be each Control Operator handling 2.6 calls per shift at a cost of £77.99 per call.

DCLG Resilience Grant Funding

The Department for Communities and Local Government (DCLG) Resilience and Efficiency grant of £3.6m will cover programme costs and the required system upgrades to enhance the service we provide to the communities we serve and to enable successful programme completion to be achieved financially.

Alternative Options Considered

A number of alternative options were considered including collaboration between Royal Berkshire Fire and Rescue Service, Oxfordshire Fire and Rescue Service and Buckinghamshire and Milton Keynes Fire Authority (BMKFA).

After 9 months of collaborative research into the available options BMKFA chose to pursue an alternative option with another Fire and Rescue Service. This was primarily driven on the grounds of financial savings and a quicker resolution rather than the enhanced benefits this programme would bring to the communities we serve.

Other options included research into

- Outsourcing our separate Control functions to other fire and rescue services.

These options involved research into the possibilities of Surrey Fire and Rescue Service providing the full Control Room facilities for RBFRS. A collaborative approach with London Fire Brigade was examined by RBFRS. Neither of these programmes were considered suitable for progression due to timelines, financial and technological concerns.

- Collaboration with other local emergency services.

These options involved discussions with both Thames Valley Police and South Central Ambulance Service. Whilst all three services offer emergency provision to the communities, it was evident that there are significantly different ways we process emergency calls and categorise responses. Due to the sheer number of emergency calls received by our partners, limited resources and cost we could not pursue these options.

Thames Valley Fire Control Service

Impact on Individuals and Communities

The programme seeks to enhance our current system and will improve the Control room function across both geographical areas. However, there is a small but recognisable risk of a disruption or failure of service during the merger of the control room functions into a single entity. This is mitigated in the individual Fire Control rooms by their extensive back-up systems including duplication of systems, secondary control facilities and the provision of alternative or remote buddy brigades. The specific risks of transfer to the single joint control will be mitigated by taking a phased approach to the establishment of the new Control centre, including a number of milestones and gateway reviews to ensure new systems are fully operational before full implementation.

Concerns have been raised by individuals and communities about the loss of local knowledge amongst control operators compared to the current situation. However, given that the existing centres cover large operational areas it is not currently the case that all control operators have a detailed knowledge of the whole of the geographical area for which they are currently responsible. Local geographic knowledge of firefighters responding to incidents, which is considered more relevant, will be unaffected by the programme. Both control operators and firefighters have access to mapping systems which will be enhanced further by the proposed programme. Examples of this will include the provision of automatic vehicle location systems which have the ability to reduce attendance times at incidents. The speed of attendance is a major determinant of survivability or reduction in overall fire / incident damage occurring. As such this is a significant benefit to individuals and communities.

Training will be put in place to increase the extent to which control operators are familiar with the area covered by the new centre. Both control rooms currently conduct training sessions based upon the topography of both counties i.e. motorway junctions, river access, etc.

Concerns have been identified in relation to potential loss of staff knowledge levels relating to operational policy and procedures. The programme includes an explicit work stream designed to mitigate this situation. Where possible the programme will align operational policies and procedures based on an emerging regional standard which as well as minimising issues for OFRS and RBFRS will assist with aligning “over the border” mobilising to our neighbouring Fire and Rescues Services. Where the regional standard is not available or cannot be adopted a local procedure will be agreed between the two FRSs. If this cannot be agreed, individual arrangements will be adopted and additional support will be provided from both the ICT system and by specific training for staff.

This programme is not anticipated to have any detrimental impact upon anyone who contacts the service or in the way that resources are allocated, including people who share the protected characteristics, rural communities or areas of deprivation. Any detrimental impact, if identified, will be positively addressed within the programme.

Existing processes and procedures to ensure the services are accessible to those with particular needs will be carried into the new centre, including “Text Talk” for

Thames Valley Fire Control Service

people with hearing impairments and the use of “Language Line” for people for whom English is not their first language.

Risks	Mitigations
Disruption to or failure of service during merger of control functions into a single entity.	A three phased approach to be adopted. Phase One – Delivers early resilience benefits. Phase Two - Delivers a common mobilising system. Phase Three – Delivers a single TVFCS. Milestones have been identified during each phase to ensure compliance and functionality.
Individuals with hearing impairments may not be able to use the phone to report incidents	The Text Talk facility provided in existing control rooms will be transferred to the TVFCS.
Individuals who do not speak English as a first or preferred language may have difficulty reporting incidents	The Language Line facility provided in existing control rooms will be transferred to the TVFCS
Loss of / lack of local knowledge of geography or operational policies and procedures among control centre operatives could lead to inappropriate / inefficient allocation of resources	Training will be put in place to increase the extent to which control operators are familiar with the area covered by the new centre. Both control rooms currently conduct training sessions based upon the topography of both counties i.e. motorway junctions, river access, etc. The programme includes an explicit operational alignment work stream designed to mitigate any possible concerns relating to operational policy and procedures.

Currently no differential impact has been identified at this stage on individuals who share protected characteristics, rural communities or areas of deprivation, beyond those identified above. However full public consultation is currently underway and the response to this consultation will be assessed in full.

Impact on Staff

The programme does not include fundamental changes to the terms and conditions of staff. This is partially dependent upon the governance model chosen and the consequential arrangements put in place regarding the chosen employer. The assessment will be updated as further information is available in this respect. Some minor changes may be necessary based on shift start and finish times but the general pattern of employment will not be fundamentally altered by the TVFCS programme.

This paper recognises that there will be an impact upon staff dependant on the location of the primary control room. However, a decision on the location of the

Thames Valley Fire Control Service

primary control room has yet to be made. **NB:** This assessment will be reviewed once a joint location has been agreed.

Risks	Mitigations
Loss of staff morale, staff feel threatened/insecure, resulting in reduction in performance levels and quality of service delivery on announcement/leakage of premise decision	Comprehensive HR strategy Comprehensive Communications Strategy supporting frequent and meaningful engagement with staff. This includes provision of paid staff engagement events Active redeployment / redundancy planning
Challenges to the HR processes (including, if appropriate and depending on governance vehicle, TUPE arrangements), resulting in a delay to the delivery	Comprehensive HR strategy Full involvement of HR in Programme Board. Development of an HR workstream plan. Active engagement with individual staff members and representative bodies.
During phase 1 and 2 of the programme, the announcement regarding the location of the primary control centre may have an adverse impact on both staffing levels and sickness absence.	A comprehensive HR strategy coupled with full staff engagement and consultation. HR workstream will be in place to help minimise the impact on individuals
Members of staff may feel stressed as a result of the new changes including staff relocation.	Full staff engagement and consultation. HR workstream will be in place to help minimise the impact on individuals.
Location of TVFCS may lead to increased distance and cost of travel for existing staff, including additional stress as a result of increased travel which could have a particular impact on anyone more prone to stress and tiredness (e.g. those with particular conditions, pregnancy, etc.) or those who need to work closer to home due to other commitments (e.g. parents, carers). This in turn could lead to increased turnover and loss of experience / knowledge.	1:1 support and flexible working patterns in line with current Conditions of Service, policy and legislation.
Changes in shift patterns could have a greater impact on part-time workers, the majority of whom are female	Building a shift system / additional support or capacity across teams including the potential for job share opportunities.
Particular needs of disabled staff in extended travel arrangements, accessing the building and/or performing roles.	The planned facility would meet full Equalities Act 2010 compliance with regards to disability access. In addition the need for adapted ICT, seating and other equipment will be considered as part of the programme and

Thames Valley Fire Control Service

	reasonable adjustments made for individuals as appropriate.
Need for control room staff to access the building via public / community transport	<p>Both proposed primary locations have been identified (within the premises selection process) as having good road access and are very well served by road and rail networks.</p> <p>Frequency of public transport will be determined further during the TUPE process if applicable, as part of the reasonableness process.</p> <p>Car parking, including designated spaces and facilities for disabled people</p>
Inclusion of appropriate facilities for different users	Quiet rooms, toilets, changing / showering facilities will be considered as part of the programme, mindful of the requirements of different religious beliefs, genders and transgender.

Impact on other Local Authority and Oxfordshire County Council services

This proposal is specifically designed to enhance our current resilience and efficiency as well as providing an effective service for our firefighters and the public and as such, this initiative will have no impact upon other council services. Indeed it is considered that the proposed TVFCS will offer considerable benefits to our staff and our communities.

In considering and developing these proposals both Oxfordshire County Council and Royal Berkshire Fire Authority have proactively consulted with all interested parties including staff, communities and other emergency services in both Oxfordshire and Royal Berkshire.

Impact on providers:

In considering and developing these proposals both Oxfordshire County Council and Royal Berkshire Fire Authority have provided consultation opportunities with interested parties e.g. other emergency services. Via the OJEU¹ tender all potential providers will have a mechanism for responding.

In addition the tender specifications and procurement exercises are required to uphold the councils' and fire authorities' commitments detailed under the Equality Act 2010.

END

¹ OJEU – The Official Journal of the European Union is the gazette of record for the European Union.

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Division(s):

CABINET – 17 JULY 2012

IMPROVING EDUCATIONAL PROVISION IN OXFORDSHIRE THROUGH THE DEVELOPMENT OF ACADEMIES

Report by the Director for Children Services

Purpose of Report

1. To update Cabinet on the work underway to improve educational provision in Oxfordshire through the development of Academies (the Academies Programme).
2. To approve the Council's Policy on Academies which will underpin work over the next three years.

Background

3. This paper builds upon the Cabinet paper and decision of 14 February 2012, which outlined the national policy context (in summary, a Government campaign to encourage, in the case of those deemed to be good, or require, in the case of those deemed to be under-performing, all schools to become Academies) and some of the local challenges, including promoting high standards of education and avoiding an unplanned drift towards Academy status in the absence of a clear Local Authority policy.
4. Over the last three to four months considerable work has been undertaken with schools and others to firm up the Council's position, raise awareness of the issues of conversion and help a significant number of schools to move towards Academy status. Time and effort has been dedicated to working with those schools who need to become sponsored academies due to their ongoing shortcomings either identified in attainment or as a consequence of poor Ofsted inspections

Issues

Policy Statement relating to Academies

5. It is proposed that the statement at Annex 1 is approved as the County Council's policy in relation to Academies.

Implementation of the Project

6. For **all schools**, the current Government position is to consider applications from any school, including special schools that can make a compelling case for Academy status – looking in particular at:
 - Exam performance over the last three years
 - Comparison with local and national exam performance
 - Latest Ofsted reports with a specific focus on ‘capacity to improve’, ‘outcomes’, and ‘leadership and management’
 - For special schools, in addition to the above, other success in supporting the learning of pupils with special educational needs
 - Any other matters that the school may rely on in order to demonstrate that it is performing well

7. **High performing schools** are encouraged to establish a link with a lower performing school. The development of partnerships between high performing schools and lower performing schools will support the plan to deal with under-performance. Oxfordshire County Council will need, therefore, to be able to service the demand for conversion by schools that meet the Government’s criteria.

8. Priority will be given to working with schools that are persistently at, or below, current ‘floor’ targets, and/or are in an Ofsted category or at risk of going into an Ofsted category and, therefore, deemed **under-performing schools**. All schools that fall into this category will be encouraged to move towards sponsored Academy status. The Department for Education (DfE) works closely with Oxfordshire County Council (OCC) in brokering sponsorships and the allocation of a sponsor is ultimately the decision of the Secretary of State. However, the County Council will seek to:
 - Develop local capacity to sponsor schools
 - Make recommendations on its preferred sponsors to the DfE

9. As a first step, under-performing primary schools will be “partnered” with high performing secondary or primary schools that are, or will be, moving to converted Academy status. These partnerships will vary from loose federations retaining separate governing bodies to fully integrated, multi-site Academies under a single governing body. Schools will be encouraged to build these partnerships within the existing contexts of Localities and Area Partnerships. The policy stresses the importance of openness and transparency between schools with regard to their thinking about Academy status.

10. For **Established Academies**, the County Council will fulfil its minimum residual statutory functions (particularly with regard to school admissions and provision for children with SEN and disabilities), and carry out its democratic mandate to champion the needs of parents and children, with regard to state funded education. It will also support Academies to work in collaboration with

other schools to share expertise and resources in order to meet the needs of all children in their communities, and to influence the commissioning of services from other agencies (particularly Health).

11. Over the next three years, the County Council will be operating in a mixed educational economy and the Council will need to continue its commitments to maintained schools. Even at the end of this period, it is likely that a substantial number of schools, particularly primary schools, will not yet have achieved Academy status. While helping schools to become Academies and adjusting services accordingly, the County Council will sustain its capacity, within existing budget allocations, to fulfil its statutory duties and functions in relation to all the schools that have not yet become Academies.

Formal Protocols

12. As the number of proposed Academy conversions has increased, the need to put in place a series of formal protocols has emerged; the intention being that the protocols are followed for all existing and any new Academy conversions. For example, a data sharing protocol between schools and the Local Authority is currently being developed.

The Future Role of Local Authorities

13. In line with the requirements set out in the 2011 Education Act, Oxfordshire County Council will, for all children and young people, including those attending Academies:
 - Ensure fair access to all schools for every child
 - Support vulnerable children to access appropriate education – including looked after children, those with SEN, and those outside mainstream provision
 - Help broker support to implement new curriculum requirements
 - Support the commissioning of post 16 provision, including access for 17 year-olds to full-time education and training from 2013, and for 18 year-olds from 2015
 - Use Members' democratic mandate to stand up for the interests of children and parents

Governance of the Academies Programme

14. The Cabinet Member for Education will be accountable for agreeing the strategy with Cabinet and ensuring that it is implemented. Scrutiny of the countywide strategy will be within the remit of the Children's Services Scrutiny Committee. Individual County Councillors have an important role to play in the engagement of local communities and to monitor the impact on local provision.
15. The Deputy Director, Education and Early Intervention will be accountable to the Cabinet Member for ensuring that there is a cross-service strategy plan

with clear objectives and risk assessments that can be monitored on a monthly basis. The Deputy Director will also ensure, through monthly meetings, that the Director for Children, Education & Families, and the Chief Executive, are informed of progress.

16. A project-based approach will be adopted for each Academy conversion. An Academies Programme Project Group will monitor the implementation of the strategy and report to the over-arching Education Transformation Board, chaired by the Deputy Director.
17. In order to manage and co-ordinate the process of shifting people, land, buildings, and business contracts from the County Council to Academy sponsors and governing bodies, the project group will meet monthly and will ensure co-ordination of the following County Council functions:
 - Learning, including Admissions and SEN
 - Asset Management and Place Planning
 - Financial
 - Legal
 - HR, Pay and Employment
 - Pensions
 - Commercial

Communications and Engagement

19. The following groups will be engaged in, and consulted on, the development and implementation of this strategy:
 - Local Members
 - District and Borough Councils
 - The Diocesan Authorities
 - Existing and potential Academy sponsors
 - The Oxfordshire Governors' Association
 - Head teacher Executives
 - Teacher and Head teacher Associations
20. Both the Birmingham Roman Catholic Archdiocese and the Oxford Church of England Diocese have held events to indicate how each of their respective Education Boards will promote Academy status for their own schools in the future. The County Council held its first event on 20 June for Headteachers and Chairs of Governors. This was the first of a continuing dialogue with schools.

Legal Implications

21. There are a number of national policy changes and initiatives affecting the Children, Education & Families Directorate, including the Academies Act 2010 and the Education Act 2011.

Equality and Inclusion Implications

22. A Service and Community Impact Assessment will be undertaken as part of the project plan.

Risk Implications

23. The County Council has worked hard to mitigate potential issues linked to resources being diverted away from the Local Authority as a result of academy status for schools. Commercialising services to schools, taking a planned approach and supporting new providers to ensure continuity of provision where it is wanted by schools will help a smooth transition. The Council is also working to encourage local sponsors for underperforming schools to ensure high there is a breadth of high quality providers going forward.

Financial and Staff Implications

23. Resources have been allocated through ear marked reserves of £600,000 to support the Academies Programme. This will cover staff costs and any other associated costs. Where the County Council necessarily and demonstrably incurs additional costs in supporting schools to convert, it needs to be determined whether to pass on charges. Consideration also needs to be given to identifying resources if conversion activity peaks at levels that cannot be serviced within the County Council's existing resources.

Conclusion

24. This report highlights the current position within Oxfordshire regarding the delivery of the Government's Academies agenda. Over the last three months considerable activity has taken place to position the Local Authority to enable the ambitions of the Council laid out in February 2012 to be achieved.
25. Although more work is required, the Local Authority is in a robust starting position and has considerable support from both the Council and from interested parties outside to achieve the commitment to improve the standards of attainment for all young people. The agreement of the Policy Statement and the improved clarity of the Council's position will allow further progress to be made over the next three years.

RECOMMENDATIONS

26. **The Cabinet is RECOMMENDED to:**
- a) **Note the progress made since its last report in February 2012.**

b) Approve the Policy in relation to Academies at Annex 1, and in particular the headline position which is:

- **The County Council wishes to support all schools to become academies. The Council recognises that this is a process and some schools will be at different stages in taking this step.**
- **The Council wishes to encourage Governing Bodies and the leadership of the school (Headteachers and leadership teams) to consider how they might become an academy as part of a larger group of schools. This is to ensure that schools are not isolated and are mutually supportive of each other in raising attainment standards.**
- **The Council will ensure that support services for schools continue to be available, whether they are provided in-house or through the commercial market place. We will not seek to retain them in-house unless there is strategic value in doing so, but will work with schools to ensure they have access to services.**

JIM LEIVERS

Director for Childrens Services

Contact Officer: Frances Craven, Deputy Director - Education and Early Intervention (Tel: 01865 815125)

Background papers:

Annex 1: Academies Policy Statement

Annex 2: Academies Programme to Date

July 2012

Academies Policy Statement

- The County Council wishes to support all schools to become academies. The Council recognises that this is a process and some schools will be at different stages in taking this step
- The Council wishes to encourage Governing Bodies and the leadership of the school (Headteachers and leadership teams) to consider how they might become an academy as part of a larger group of schools. This is to ensure that schools are not isolated and are mutually supportive of each other in raising attainment standards
- The Council will ensure that support services for schools continue to be available, whether they are provided in-house or through the commercial market place. We will not seek to retain them in-house unless there is strategic value in doing so, but will work with schools to ensure they have access to services.

Key Principles

The proposed key principles behind the project are:

- Oxfordshire County Council will continue to see its democratic mandate as having regard for the educational outcomes for all Oxfordshire children and young people in state funded education, regardless of the status of the provider institutions
- The project supports school governing bodies who are ultimately responsible for deciding whether to move to Academy status, except in circumstances where the Council has determined that the Governing Body is failing in its duties to secure an appropriate standard of education for the children and young people attending the school
- Schools are encouraged to continue to collaborate with each other in order to develop viable and sustainable academy units (Multi-Academy Trusts), particularly at primary level where there is a specific need to raise standards of leadership (including governance) and to achieve economies of scale
- Individual conversions will not be encouraged unless converting schools join with others under 'umbrella' arrangements
- While all schools will be encouraged to consider Academy status, Oxfordshire County Council's resources will be prioritised initially towards supporting the transformation of under-performing schools
- The focus of the collective endeavours of those involved in education in Oxfordshire will be to raise standards and improve outcomes for all children

Project Approach

Oxfordshire County Council will implement its policy on Academies through an Academies Programme Project as part of its overarching Education Strategy. This will focus direction and work over the three year period September 2012 – July 2015. There are three main strands of activity within the project:

- Encouraging and supporting groups of schools to convert
- Ensuring that underperforming schools become Academies with an appropriate sponsor
- Developing new Academies and Free Schools in response to demographic need or parental demand

All schools at risk (performing at or below “floor” targets and/or in an Ofsted category) will be supported to engage in the Academy process.

In order to promote the conversion of schools to Academies, Oxfordshire County Council will play a strategic role in developing the culture and conditions, as well as the practical know how in the form of a toolkit that will inform, facilitate and enable schools to achieve Academy status. A co-ordinated approach is needed across a range of County Council Services. The approach will focus on the following key areas:

Conversion to Academy Status

- Support the governing bodies of schools wishing to convert to Academy status
- Manage the transfer of assets and responsibilities to the Academy governing bodies/sponsors
- Encourage schools to ensure that parents and carers are informed and engaged as part of the conversion process
- Be clear with schools at the outset of the conversion process about any charges we might make for services where the County Council necessarily and demonstrably incurs additional costs
- Ensure that converting schools have equality of access to relevant support services which may be provided by Oxfordshire County Council and that any service level agreements and contracts for any services which governing bodies/sponsors purchased are made available

Working Together

- Work with schools to ensure that the benefits of collaboration and cooperation between schools and the Local Authority are maintained. This will be a strategic relationship that will continue to build on the arrangements already in place. This will be with all types of schools, including those in the independent sector
- Strongly encourage schools through the 26 Local Partnerships to be open and transparent with each other about their intentions to convert to Academy status and to build on current local partnerships to develop a cluster-based approach, particularly for primary Academies, to raise standards of leadership and achieve economies of scale
- Work with the relevant Diocese and other stakeholders to enable them to progress their engagement with Academies and ensure a shared understanding of the Academy process

- Be a champion for Oxfordshire residents to ensure that appropriate interventions are undertaken in underperforming Academies

Market Growth

Help to grow the local market for support services for the benefit of all schools. This will include facilitating access to school improvement consultancy in order to nurture and advance the talent of children, young people and communities in the County.

Proactivity and Support

- Identify schools at risk of failing to meet minimum standards and/or failing Ofsted inspections. Concentrate County Council resources on the transformation of underperforming schools through facilitating sponsored Academies and by supporting high performing schools to work with lower performing schools as part of their Academy conversion process, brokering partnerships between the two sets of governors
- Work with governing bodies of under-performing schools to move them towards accepting sponsored Academy status or partnerships with converting Academies, using powers to establish Interim Executive Boards, where necessary
- Help meet the demand for Academy sponsorship by sustaining strategic relationships with current sponsors and developing relationships with other potential sponsors, in collaboration with the DfE. Be proactive in supporting schools to identify sponsors or partners, recognising that it is the DfE who agree the sponsor
- Engage constructively with those wishing to set up new Academies such as Free Schools, Studio Schools and University Technical Colleges and that Free Schools are encouraged to play an active role in Locality and Area Partnership arrangements

In the longer term, the County Council will maintain its role of ensuring the best possible learning outcomes for children and young people resident in Oxfordshire, including those who attend schools in other local authorities. This will ensure that as Academies are rolled out in Oxfordshire high standards are maintained whilst driving improvement.

The Programme to Date

47 schools have either converted or are in the process of converting. Many of these pre-date the new approach, in that they are single school conversions. However, schools agreeing to become Academies most recently (e.g. Pegasus) will do so as part of multi-academy trusts.

Completed Academy Conversions (16)

- North Oxfordshire Academy
- Oxford Academy
- Oxford Spires Academy (formerly Oxford School)
- Wallingford School
- King Alfred's Academy
- Bartholomew School
- Gillotts School
- Chipping Norton School
- Langtree School
- The Cherwell School
- Faringdon Community College
- Hanwell Fields Community School
- Faringdon Infant School
- Faringdon Junior School
- Rush Common Primary School
- The Henry Box School

Academy Conversions in progress with target date (10)

- | | |
|--|----------------|
| • Burford Secondary School | 1 July 2012 |
| • Banbury School) | |
| • Dashwood Primary School) multi academy trust | 1 August 2012 |
| • Didcot Girls' School | 1 August 2012 |
| • Northern House School | 1 Sept 2012 |
| • St Birinus School | 1 Sept 2012 |
| • Lord Williams's School | 1 Sept 2012 |
| • Gosford Hill School | 1 October 2012 |
| • The Marlborough CE School | 1 October 2012 |
| • Cheney School | |

Schools currently consulting on conversion to academy status with target date if known (2)

- Matthew Arnold School
- Iffley Mead School

Schools which have completed change to Foundation status as part of two stage academy conversion (1)

- Chiltern Edge School conversion date tba

Schools currently consulting on conversion to Foundation status as part of two stage academy conversion (1)

- Bicester Community College

Schools which have agreed to become sponsored academies (10)

- The John Henry Newman CE(A) Primary School 1 September 2012
- Cutteslowe Primary School 1 January 2013
- Wheatley CE Primary School 1 January 2013
- Church Cowley St James CE Primary School 1 January 2013
- Cumnor CE Primary School 1 January 2013
- Kingfisher School
- Pegasus School (voluntary Conversion to join a Multi Academy Trust)
- Orchard Meadow School
- Windale Primary School
- Bayards Hill Primary School

Primary schools which may be required to become sponsored academies for reasons related to standards and inadequacies as identified by Ofsted (7)

- Middle Barton School
- Eynsham Community Primary School
- Larkrise Primary School
- Orchard Fields Community School
- Berinsfield Community Primary School
- St Nicholas Church of England Primary School, East Challow
- Millbrook Primary School

Free schools

Free schools are new schools set up by bodies other than LAs to provide state-funded independent education. They may be primary, secondary or special schools, but not nurseries. They represent the government's version of the Swedish Free Schools or the United States Charter Schools. They are established under Academies legislation and as such will have the same freedoms and flexibilities. DfE have established an annual bidding round for submission of proposals of this type. Bids were invited in February this year for proposals to open free schools in September 2013. A number of proposals were considered at a detailed interview with DfE officials in May 2012. A list of those proposals based in Oxfordshire is set out below. Decisions will be made and notified to proposers and LAs in July 2012. The LA will also be formally asked for its views on the proposal at that stage.

- Oxford New School 11-18 years 360 places
- Heyford Park 4-18 years 840 places

CA7

- Harwell Enterprise Academy 11-18 years 800 places
- Aspirations Academy, Banbury 4-11 years 210 places
- Weston on the Green School 4-11 years 105 places
- The Free School, Oxford East 4-11 years 196 places
- Tyndale Community Primary 4-11 years 420 places

Division(s): All

CABINET- 17 JULY 2012

EDUCATION STRATEGY – PROGRESS REPORT

Report by the Director for Children's Services

Introduction

1. On 28 February 2012, Children's Services Scrutiny Committee considered the draft Education Strategy: A Strategy for Change, Improving Educational Outcomes in Oxfordshire. The purpose of this report is to present the Strategy and provide a progress report on the key strands. Since the Scrutiny meeting in February, there have been a number of discussions with partners about the strategy, including Headteachers and Governors.

Background

2. The national education landscape is undergoing a period of rapid and far reaching change involving shifting responsibilities, new and reduced funding arrangements, revised expectations, new accountabilities and changing relationships. A key driver for change is the 2011 Education Act, which includes a determination to give school leaders more power and control to drive up improvement, not only in their own schools, but across the whole education system.
3. In a climate of economic uncertainty and competing pressures on resources, it is important to ensure that Oxfordshire is a thriving environment in which to live and work. The education system has a key role to play by making sure that children and young people achieve their potential; are able to make a major positive contribution to their communities and to the local economy; and that they develop the skills and personal resources to compete in an increasingly global marketplace.
4. The drive to encourage Free Schools and to convert schools to Academy status instead of maintained Local Authority status is strongly articulated nationally, and endorsed locally through the February 2012 Cabinet report. Under current arrangements for Academies, the responsibility for school standards and progress sits with school leaders and governing bodies.
5. For maintained schools, the Headteacher and Governors are currently responsible for school standards and progress and, in the case of schools causing concern where there is a failure to meet expected standards or where pupils do not make sufficient progress, the Local Authority continues to hold a statutory responsibility and has statutory powers to intervene and to support and challenge the school to make improvements.

6. In the case of maintained schools that are judged to be inadequate or where pupils perform below the floor standards, the Secretary of State expects the Local Authority to ensure that there is a plan in place to improve those schools and, where that cannot be delivered, to recommend structural solutions, including federation, Interim Executive Boards and finding sponsors to move the school to Academy status.
7. In this context, the Local Authority retains an important role in influencing improvement and, even if all schools convert to become Academies, under current legislation it still retains a strategic and statutory role; the Director of Children's Services (DCS) and Lead Member for Children's Services (LMCS) retain a responsibility to champion good outcomes for Oxfordshire's children.
8. Oxfordshire has consistently lagged behind the performance of statistical neighbours, usually in the bottom quartile and frequently last on a number of measures. Performance is more often in line with national averages rather than being well above as is expected, given the overall affluence of the county. Although there are areas of significant deprivation within the county, other areas of the country perform much better in spite of high levels of deprivation.
9. There have been improvements in inspection outcomes and in the performance of some schools and, in particular, there are some green shoots in relation to early years education. However, the overall picture is one of a slow pace of improvement, inconsistency between similar schools, across Districts, subject areas and for vulnerable groups. This has been a source of concern for many years.
10. Oxfordshire is committed to raising achievement for all children and young people and closing the gap between those facing disadvantage and their peers. It remains imperative to address the needs of children and families that may be facing disadvantage related to their gender, ethnicity, disability and social deprivation.

Strategic Approach

11. Through talking with stakeholders, it is clear that Oxfordshire needs to be ambitious for its children and young people. The vision is for Oxfordshire to be a dynamic and forward looking place for education and learning, providing the best quality experiences for children and young people to grow up, learn, develop and achieve. This means that every single child and young person in Oxfordshire will make good progress in their learning and achieve their potential. Children and young people need to have the opportunity to thrive in sustainably good or outstanding schools and settings throughout their education, wherever they live across the county.
12. There are three key strands to the Education Strategy: Outstanding Leadership and Aspiration Networks, Targeted Campaigns and System Redesign for Education.

13. **Outstanding Leadership/Aspiration Networks** has two elements. The first is about a concentrated approach to securing the outstanding leadership and governance that the school system needs, together with an excellent workforce. The second is the Aspiration Networks that have been established with groups of schools with a focus on sharing practice and raising standards. Each network has some key objectives to deliver.
14. **Targeted Campaigns** are a series of campaigns that engage all schools, settings and partners. The first campaign is reading. There are a number of key outcomes expected from this strand; the main objective is substantially improving reading standards as measured at Level 2b+ in Key Stage 1 tests across the county through targeting 80 schools.
15. **System Redesign for Education** focuses on two areas of work. First, is leading the work around locally shaping the new education landscape and changing status of schools in order to ensure a sustained focus on improvement and better outcomes for children and young people. The second is responding to the changing education system by moving towards commissioning services for outcomes and considering new and sustainable models for service delivery.
16. Underpinning these three strands is the core theme of **early intervention and a good start in life**. Early intervention, ensuring school readiness and supporting the most vulnerable learners is a key part of this strategy. Part of this work will be to embed the new Early Intervention Service and to ensure that a consistent approach is adopted across the county. Over time this will involve consideration of the role of Children's Centres to ensure that services continue to develop in response to local need and that performance is measure against key outcomes.
17. Governance arrangements are being put in place to monitor the strategy. Underpinning the activity below will be a communication strategy.
 - An **Education Transform Board** will monitor the key strands, data related to school and early intervention and take an overview of quality assurance of services supporting school improvement.
 - A **Leaders on Initiatives and Partnership Group** will consist of chairs of partnership groups of schools, headteachers who are leading outstanding schools or those leading innovative practice that is improving outcomes for children and young people. The Group will become a driving force for change, influencing key developments in the area of education and driving forward the education strategy for the future.
 - An **Advisory Board** chaired by the Leader of the County Council has also been established. Its membership comprises of local influential members of the education community and its remit is to act as a think-tank focusing on improving outcomes for Oxfordshire learners.
18. A number of performance measures will be used to demonstrate the effectiveness of the Strategy throughout its lifetime, as it starts to deliver

improved educational outcomes. Each of the three key strands will have specific deliverables and additional measures to assess the strand's success will be agreed through the Governance structure.

Financial and Staff implications

19. The Strategy for Change – Improved Education Outcomes in Oxfordshire has resources allocated to it in the region of £2 million. Resources have been allocated from earmarked resources and Schools Forum have agreed to £585,000 to be allocated to the Reading Campaign from balances from the Dedicated Schools Grant.

Legal Implications

20. There are a number of national policy changes and initiatives affecting the Children, Education & Families Directorate, including the Academies Act 2010 and the Education Act 2011.

Equality and Inclusion Implications

21. These proposals will enhance support and raise awareness of the needs of underachieving groups in schools. If services have to be delivered in different ways in the future because of changes to the education system then Service and Community Impact Assessments will be undertaken.

Risk Implications

22. A risk is that the strands of work are not sustainable. It will be critical to engage schools in the development and implementation of the strategy as this will ensure its sustainability. Whole system change in an emerging educational landscape takes time and the strategy needs to develop milestones to demonstrate progress.

RECOMMENDATIONS

23. **Cabinet is RECOMMENDED to agree the Strategy for Change – Improving Educational Outcomes in Oxfordshire.**

JIM LEIVERS

Director for Children's Services

Contact Officer: Frances Craven, Deputy Director - Education and Early Intervention (Tel: 01865 815125)

Background Papers:

Annex 1 - Strategy for Change – Improving Education Outcomes in Oxfordshire

July 2012

Division(s): N/A

Cabinet – 17 July 2012

TREASURY MANAGEMENT OUTTURN 2011/12

Report by Assistant Chief Executive and Chief Finance Officer

Introduction

1. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Code of Practice on Treasury Management (Revised) 2009' requires that Council (via Cabinet) and Audit Committee receives an updated report on Treasury Management activities at least twice per year. This report is the second report for the financial year 2011/12 and sets out the position as at 31 March 2012.
2. The following annexes are attached

Annex 1	Debt Financing 2011/12
Annex 2	PWLB Maturing
Annex 3	Lending List Changes
Annex 4	Investment portfolio 31/03/2012
Annex 5	Prudential Indicators Outturn
Annex 6	Benchmarking

Strategy 2011/12

3. The Treasury Management Strategy for 2011/12 was based on an average base rate forecast of 0.75%. The budget for interest receivable assumed that an average interest rate of 1.15% would be achieved, 0.40% above base rate.
4. The Strategy for Long Term Borrowing was to continue to have the option to fund new or replacement borrowing up to the value of 25% of the portfolio through internal borrowing to reduce the Council's exposure to credit risk and reduce the cost of carry (difference between borrowing costs and investment returns) whilst debt rates remained higher than investment interest rates.
5. The Strategy included the continued use of the services of external fund managers, Scottish Widows Investment Partnership (SWIP) and Investec.

Market Background

6. At the time of determining the strategy for 2011/12, the Bank of England base rate was forecast to remain historically low but to gradually increase and to average 0.75% over the year. In reality, the base rate remained at 0.5% throughout 2011/12 bringing the total period without a base rate change to 36 months at year end.

7. During 2011/12 the coalition government continued to plan to bring down government borrowing while also emphasising the need for growth. In the face of other European sovereign weakness UK government Gilts have continued to benefit from their relative 'safe haven' status and the cost of borrowing has remained low for the UK government. 5-year and 10-year gilt yields fell to lows of 0.94% and 2.0% respectively.
8. The Bank of England continued to pursue a policy of Quantitative Easing (QE), under which it bought up £325bn of government bonds. This was intended to inject liquidity into banks and act as a stimulus for banks to extend credit to other banks and businesses.
9. However, poor growth, particularly in the construction industry, resulted in the economy falling into a technical double dip recession in the fourth quarter of 2011/12.
10. CPI Inflation spiked up to 5.2% in September 2011 before falling to 3.5% by year end as the impact of the increase in VAT in January 2011 fell out. At year end, inflation was still above the Bank of England's target rate of 2%.
11. In the wider European and Global context, the US Federal Reserve (the Fed) kept the official interest rate at 0.25% where it has been since December 2008. The European Central Bank increased rates from 1% to 1.25% in April 2011 before rates were reduced to 1% again in December 2011.
12. By the beginning of 2011/12, the credit crisis had migrated from banks to European sovereigns. The ratings of Ireland and Portugal had been downgraded to the BBB category, Greece had been downgraded to sub-investment grade and Spain had also been downgraded but remained in the AA category.
13. During 2011/12, the failure of the Greek government to successfully implement austerity measures in line with the terms of the second bailout package, which had been agreed with Euro Zone leaders in July 2011, made the threat of Greek withdrawal from the Euro a real possibility.
14. The difficulty in quantifying the potential impact of sovereign and institutional exposure to the Euro Zone crisis led to a Europe wide lack of confidence in banking institutions and the ability of governments to support them. During the year all three of the major ratings agencies placed European sovereigns, including non-Euro Zone members, on ratings watch.

Treasury Management Activity

Debt Financing

15. The Council's debt financing position for 2011/12 is shown in Annex 1.
16. The option to fund new or replacement borrowing requirements from internal balances, up to the value of 25% of the investment portfolio was retained in the 2011/12 annual treasury management strategy. This was intended to reduce the cost of carry of borrowing which is the difference between borrowing rates and investment returns.

17. No new borrowing has been arranged during 2011/12 with either the PWLB or through the money markets.
18. At 31 March 2012, the authority had 71 PWLB loans totalling £370.73m and 10 LOBO¹ loans totalling £50m. The average rate of interest paid on PWLB debt was 4.62% and the average cost of LOBO debt in 2011/12 was 3.95%. The combined weighted average for interest paid on long-term debt was 4.54%.

Maturing Debt

19. The Council repaid £13.686 million of maturing PWLB loans during the year. The weighted average interest rate payable on the matured loans was 7.62%. The details are set out in Annex 2.

Debt Restructuring

20. No long term debt was restructured during 2011/12.

Investment Strategy

21. Security and liquidity of cash was prioritised above the requirement to maximise returns. The Council adopted a cautious approach to lending to financial institutions, and continuously monitored credit quality information regarding the institutions on the Lending List.
22. During 2011/12 the Council limited the exposure to banks by increasing lending to local authorities deemed to be of high credit quality. At 31 March 2012 the Council had £67m of long term fixed deposits (deposits over 364 days), of which £57m was placed with local authorities or police authorities.
23. The aim of this was to maintain yield while increasing the security of deposits and reducing the exposure to interest rate and counterparty risk in an environment where interest rates are expected to stay low or to fall over the medium term.
24. Most deposits placed with Local Authorities were between one and three years in length. Taking into account all fixed term deposits during 2011/12, the weighted average maturity of deposits was 300 days.
25. The weighted average maturity of all deposits at 31 March 2012, including money deposited overnight, was 282 days (compared with 110 days during 2010/11). This comprised £196m fixed deposits with a weighted average maturity of 390 days and £76m held on overnight deposit at 1 day notice.
26. The Council used fixed and structured deposits, as well as call accounts, money market funds and short dated bond funds to deposit its in-house temporary cash surpluses during 2011/12.

¹ LOBO (Lender's Option/Borrower's Option) Loans are long-term loans which include a re-pricing option for the bank at predetermined intervals.

27. In compliance with the latest CIPFA guidance on deposits held with Icelandic banks, the 2011/12 final accounts include an impairment for the potential lost interest on amounts placed with Landsbanki. During 2011/12 the preferential status of local authority claimants was confirmed and the first distribution was received from the winding up board. It is now understood that authorities should receive 100% of their claim, although the timings of future distributions are unknown.

The Council's Lending List

28. The Council's in-house cash balances are deposited with institutions that meet the Council's approved credit rating criteria. The approved Lending List is regularly updated during the year to reflect changes in bank and building society credit ratings. Changes are reported to Cabinet each month. The approved lending list may also be further restricted by officers, in response to changing conditions and perceived risk. Annex 3 shows the amendments incorporated into the Lending List during 2011/12, in accordance with the approved credit rating criteria and additional temporary restrictions.

Investment Outturn

29. The average daily balance of temporary surplus cash invested in-house was £260m in 2011/12. The Council achieved an average in-house return for the year of 1.12%, producing gross interest receivable of £2.928m (excluding interest accrued on Landsbanki deposits). Temporary surplus cash balances include: 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 rate earned on all deposits.
30. In 2011/12 the Council changed the benchmark, against which its own in-house investment performance is measured, from the seven-day inter-bank sterling rate to the three month inter-bank sterling rate. The three month rate better reflects the maturity profile of the Council's investment portfolio and therefore provides a more meaningful comparator.
31. During 2011/12 the average three month inter-bank sterling rate was 0.81%. The Council's average in-house return of 1.12% exceeded this benchmark by 0.31%.
32. Due to the lower than forecast base rate and unfavourable market conditions the average in-house return was 0.03% lower than the budgeted rate of interest of 1.15%.
33. The Council operates a number of instant access call accounts and money market funds to deposit short-term cash surpluses. During 2011/12 the average balance held on instant access was £57.0m.
34. At 31 March 2012, the Council's investment portfolio of £274.85m comprised £174.53m of fixed term deposits, £75.99m at short term notice in money market funds and call accounts, £12.05 in short dated bond funds and £12.28m managed by external fund managers. Annex 4 shows the analysis of the investment portfolio at 31 March 2012.

35. The council's Treasury Management Strategy Team regularly monitors the risk profile of the Council's investment portfolio. An analysis of the credit and maturity position of the portfolio at 31/3/2012 is shown in Annex 4.

External Fund Managers

36. During the year, the Council continued to use the services of two external fund managers: Investec Asset Management Limited and Scottish Widows Investment Partnership Limited (SWIP). External funds are used by the Council to help manage investment risks by diversification of the portfolio in terms of access to a range of different counterparties and through the use of different financial instruments such as corporate bonds.
37. The performances of the external funds are reported to and monitored by the Treasury Management Strategy Team on a monthly basis. A review of the SWIP holdings found that the majority of the funds were placed in the SWIP short dated bond fund. As the Council is able to invest directly in this fund, the decision was made to end the segregated mandate with SWIP and to invest £12.0m of the balance directly in the Short dated bond fund. This transaction was completed on 30 March 2012 and has allowed the Council to save the minimum annual management fee of £20,000 for 2012/13 while maintaining the same portfolio diversification and return.
38. SWIP's annualised return for the year (1 April 2011 to 30 March 2012) was 1.32%, compared with a benchmark of 0.48%.
39. The Investec mandate was changed in December 2010 to a non-discretionary mandate where proportions of the portfolio are invested in three different types of investment fund as set out in the table below:

Fund Name	Weighting	Investment Objectives
Liquidity Fund	5%	To achieve a superior return to that of cash deposits while maintaining capital and preserving liquidity.
Short Dated Bond Fund	65%	To provide capital stability and income through investment in short term fixed income and variable rate securities listed or traded in one or more Recognised Exchanges.
Target Return Fund	30%	To produce a positive return over the longer term regardless of market conditions by investing primarily in interest bearing assets and related derivatives.

40. The month on month performance of the Target Return Fund has been volatile during 2011/12. Investec's overall return for the year (net of management charges) was 0.83%, compared with a benchmark of 1.71%. This reflects the nature of the fund and the need to view the performance over the longer term.
41. Officers are continuing to monitor the performance of the fund on a monthly basis and have regular meetings with the fund manager.

Prudential Indicators for Treasury Management

42. During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy Report. The outturn for the Prudential Indicators is shown in Annex 5.

External Performance Indicators and Statistics

43. The County Council is a member of the CIPFA Treasury and Debt Management Benchmarking Club and completed returns for the financial year 2011/12. The results of this exercise are not yet available.
44. Arlingclose has also benchmarked Oxfordshire County Council's investment performance against its other clients. Since 31 March 2011 the Council has maintained the yield on its deposits whilst simultaneously maintaining low credit risk. When compared against other County Councils, Oxfordshire County Council's deposit portfolio sits on the average line for interest rate and the lowest quartile for credit risk. The investment performance benchmarking is shown in Annex 6.

Financial and Legal Implications

45. The combined activities of debt and investment management contribute to the strategic measures element of the Council's budget. In the Medium Term Financial Plan, the budget for Interest Payable in 2011/12 was £18.808m compared with the outturn of £19.280m giving a net overspend of £0.472m.
46. The 2011/12 budget for interest receivable was £2.507m, compared with the outturn of £3.109m giving a net overachievement of £0.602m. In addition the 2011/12 accounts recognise an increase in the value of available for sale assets² of £0.102m. The increase in interest received is due to higher average cash balances due in part to slippage on the capital programme and receipt of government grants earlier in the year. This mitigated the impact of lower than forecast average interest rate.
47. The budget for Interest Payable in 2012/13 is £18.756m. The expected return for Interest Receivable in 2012/13 is £2.234m (in house) and £0.215m (external). These positions will be reviewed during the year.

² Available for sale assets comprise the Investec fund and short dated bond funds.

RECOMMENDATION

48. The Cabinet is **RECOMMENDED** to note the report, and to **RECOMMEND** Council to note the Council's Treasury Management Activity in 2011/12.

SUE SCANE

Assistant Chief Executive and Chief Finance Officer

Contact officer: Hannah Doney

Telephone Number: 01865 323988

June 2012

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2011/12

Debt Profile

		£m
1. PWLB	88%	384.41
2. Money Market LOBO loans	11%	<u>50.00</u>
3. Sub-total External Debt		434.41
4. Internal Balances	1 %	<u>3.21</u>
5. Actual Debt at 31 March 2011	100%	437.62

6. Government Supported Borrowing		0.00
7. Unsupported Borrowing		1.35
8. Borrowing in Advance		0.00
9. Minimum Revenue Provision		<u>-18.52</u>

10. Actual Debt at 31 March 2012 **420.45**

Maturing Debt

11. PWLB loans maturing during the year		13.69
12. PWLB loans repaid prematurely in the course of debt restructuring		<u>0.00</u>
13. Total Maturing Debt		13.69

New External Borrowing

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

Debt Profile Year End

18. PWLB	88%	370.72
19. Money Market LOBO loans	12%	<u>50.00</u>
20. Sub-total External Debt		420.72
21. Internal Balances	- 0 %	<u>-0.27</u>
22. Actual Debt at 31 March 2012	100%	420.45

Line

- 1 – 5 This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2011). 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 during 2011/12 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 total debt by the end of the financial year at 31 March 2012, 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 repaid during the year.
- 14 The normal PWLB borrowing undertaken by the Council during 2011/12
- 15 New PWLB loans to replace debt repaid early.
- 16 The Money Market borrowing undertaken by the Council during 2011/12.
- 17 The total external borrowing undertaken.
- 18-22 The Council's debt profile at the end of the year.

Long-term debt Maturing 2011/12

Public Works Loan Board: Loans Maturing in 2011/12

Date	Amount £m	Rate %	Repayment Type
01/04/2011	5.000	9.500	Maturity
22/05/2011	3.000	9.000	Maturity
13/07/2011	0.500	2.350	EIP
31/07/2011	0.500	2.350	EIP
31/08/2011	0.342	1.120	Annuity
16/09/2011	1.000	9.500	Maturity
01/12/2011	2.000	7.500	Maturity
13/01/2012	0.500	2.350	EIP
31/01/2012	0.500	2.350	EIP
28/02/2012	0.344	1.120	Annuity
Total	13.686		

Repayment Types

Maturity – Full amount of principal is repaid at the final maturity date

EIP – Equal Instalments of Principal are repaid every 6 months until the final maturity date

Annuity – A reducing balance of principal is repaid every 6 months until the final maturity date

Lending List Changes during 2011/12**Counterparties added during 2011/12**

Legal and General Sterling Liquidity Fund

SWIP Global Liquidity Fund

Counterparties removed during 2011/12

Bank of New York Mellon

Bank of Scotland

Clydesdale Bank

Crown Agents Bank

BNP Paribas

Credit Industriel et Commercial (CIC)

DnB NOR Bank

Nordea Bank Finland

Rabobank Group

Santander UK Plc

Svenska Handelsbanken

Counterparties suspended and reinstated during 2011/12

Lloyds TSB

Nationwide Building Society

Prime Rate Sterling Fund

Royal Bank of Scotland

Santander UK Plc

Lending limits & Maturity limits decreased from 1 April 2011

	Lending Limit as at 31 March 2012	Maximum Maturity as at 31 March 2012
Santander UK plc	£5,000,000	O/N
Royal Bank of Scotland	£10,000,000	3 months
Lloyds TSB Bank plc	£10,000,000	3 months
Bank of Montreal	£25,000,000	6 months
Bank of Nova Scotia	£25,000,000	6 months
Barclays Bank	£15,000,000	3 months
Canadian Imperial Bank of Commerce	£25,000,000	6 months
Commonwealth Bank of Australia	£25,000,000	6 months
HSBC Bank	£25,000,000	6 months
JP Morgan Chase Bank	£25,000,000	3 months
National Australia Bank	£25,000,000	6 months
National Bank of Canada	£10,000,000	6 months
Nationwide Building Society	£15,000,000	3 months
Royal Bank of Canada	£25,000,000	6 months
Prime Rate Sterling Fund	£9,000,000	6 months
Standard Chartered Bank	£25,000,000	3 months
Toronto-Dominion Bank	£25,000,000	6 months

OXFORDSHIRE COUNTY COUNCIL INVESTMENT PORTFOLIO 31/03/2012

Fixed term deposits held at 31/03/2012

Counterparty	Principal Deposited (£)	Maturity Date
Landsbanki Islands HF	1,410,738	29-Mar-13
Landsbanki Islands HF	2,117,965	29-Mar-13
Newcastle City Council	5,000,000	5-Jul-12
Newcastle City Council	5,000,000	2-Jul-12
Shepway District Council	2,000,000	29-Jun-12
Shepway District Council	2,000,000	28-Jun-13
Doncaster Metropolitan Borough Council	3,000,000	2-Apr-12
HSBC Bank plc	10,000,000	27-May-14
Newcastle City Council	5,000,000	31-Dec-12
Barclays Bank Plc (Direct)	4,000,000	15-May-12
Commonwealth Bank of Australia	5,000,000	15-Jun-12
Northumberland County Council	5,000,000	28-Mar-13
Northumberland County Council	5,000,000	16-Sep-13
Cambridgeshire County Council	5,000,000	28-Sep-12
Cambridgeshire County Council	5,000,000	29-Jun-12
Rabobank Group (Direct)	5,000,000	5-Apr-12
National Australia Bank (Direct)	5,000,000	27-Apr-12
Kingston Upon Hull City Council	6,000,000	15-May-14
Kingston Upon Hull City Council	1,000,000	31-Oct-13
Bank of Nova Scotia	10,000,000	17-May-12
Fife Council	9,000,000	20-Dec-13
Fife Council	5,000,000	28-Jun-13
Fife Council	5,000,000	15-Aug-14
Corby Borough Council	7,000,000	17-Dec-12
Fife Council	4,000,000	31-Oct-13
Glasgow City Council	3,000,000	15-Jan-13
Bassetlaw District Council	3,000,000	11-Jan-13
Doncaster Metropolitan Borough Council	5,000,000	25-Apr-14
Lloyds TSB Bank plc	1,000,000	2-May-12
Cheshire West and Chester Council	5,000,000	20-Feb-13
Lloyds TSB Bank plc	2,000,000	1-Jun-12
Mid Suffolk District Council	5,000,000	5-Mar-13
Commonwealth Bank of Australia	5,000,000	7-Jun-12
The Mayor's Office for Policing and Crime	10,000,000	13-Mar-15
Kettering Borough Council	4,000,000	15-Mar-13
Total	154,528,703	

Structured deposits held at 31/3/2012

Counterparty	Principal Deposited (£)	Maturity Date
Barclays Bank PLC (Through Broker)	5,000,000	20Jul-12
HSBC Bank plc	5,000,000	28-Mar-13
HSBC Bank plc	10,000,000	27-May-14

Total 20,000,000

Short-term notice call accounts and Money Market Funds

Counterparty	Balance at 31/03/12 (£)	Notice period
Royal Bank of Scotland Call Account	5,003,909	Same day
Santander UK Call Account	5,002,521	Same day
Goldman Sachs MMF	129	Same day
Deutsche Global Liquidity Fund	6,980,900	Same day
Prime Rate Sterling Liquidity Fund	9,006,185	Same day
Ignis	25,000,000	Same day
Legal and General Sterling Liquidity Fund	25,000,000	Same day
Total	75,993,644	

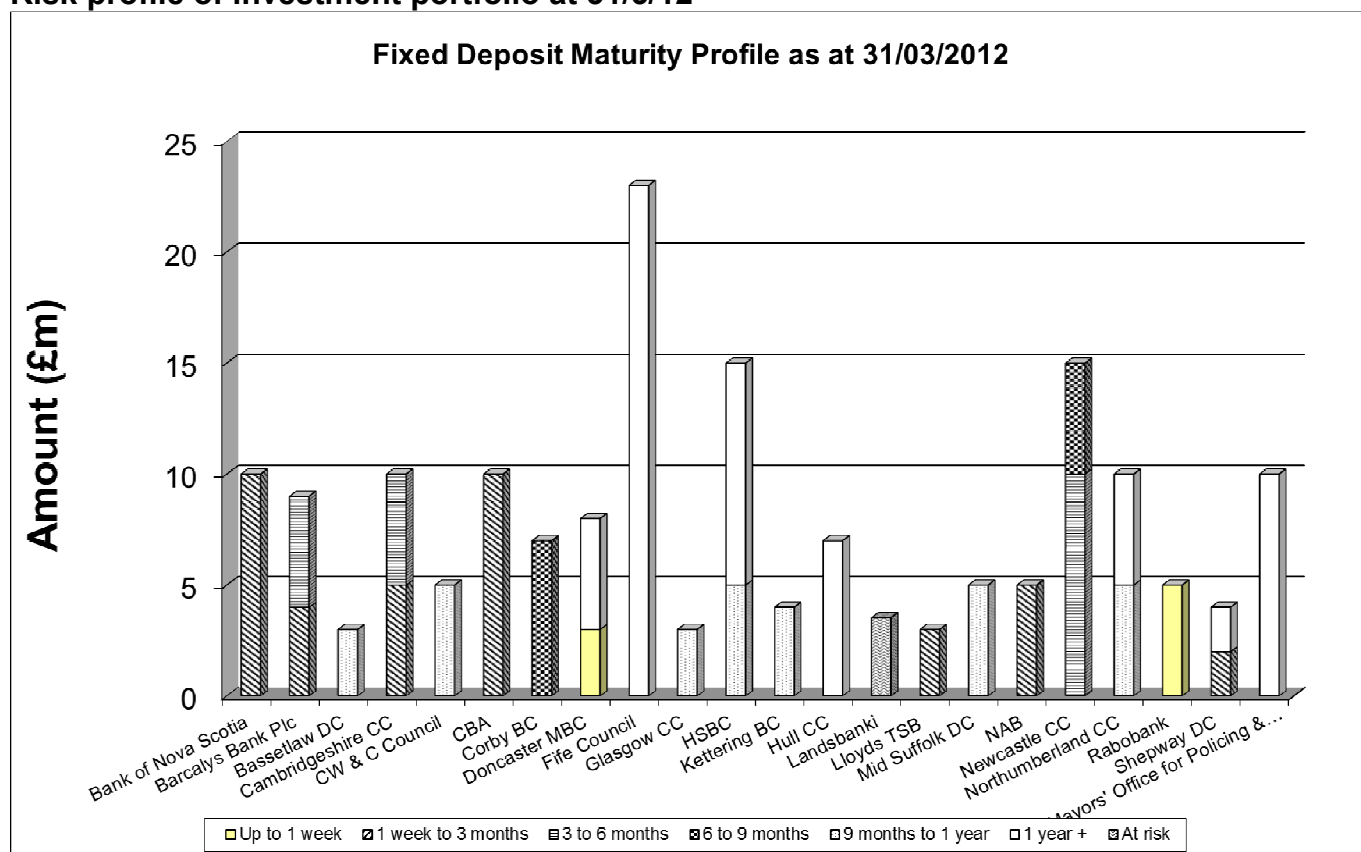
Short Dated Bond Funds

Counterparty	Balance at 31/03/12 (£)	Notice period
SWIP	12,000,513	2 days
Prime Rate Cash Plus Fund	50,295	2 days
Total	12,050,808	

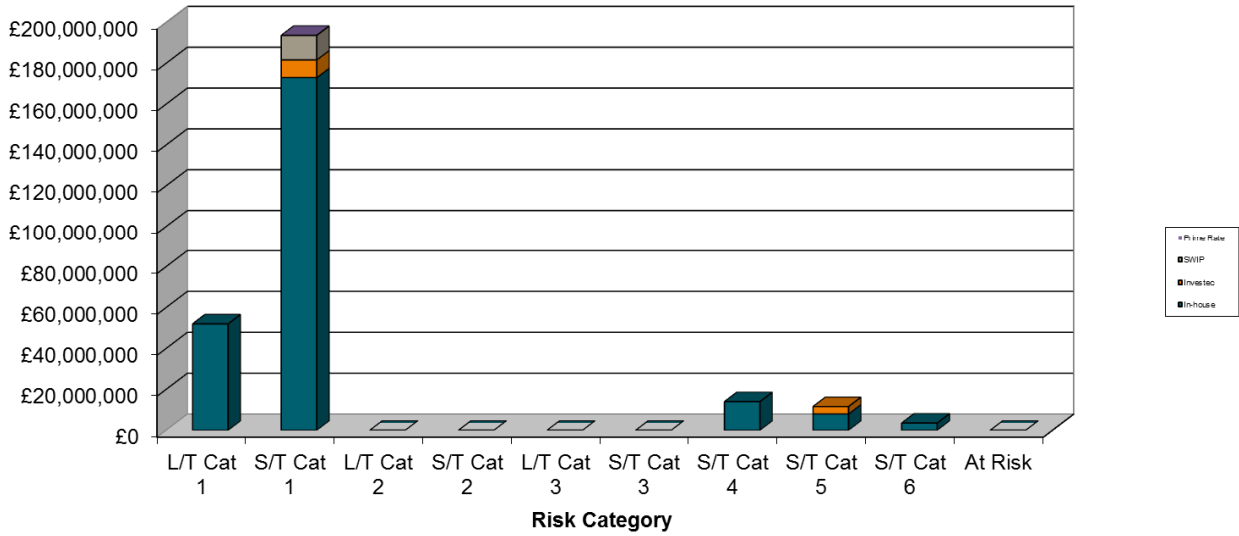
Externally Managed Funds

Fund Manager	Value of Fund at 31/03/12 (£)
Investec	12,278,350
Total	12,278,350

Risk profile of investment portfolio at 31/3/12

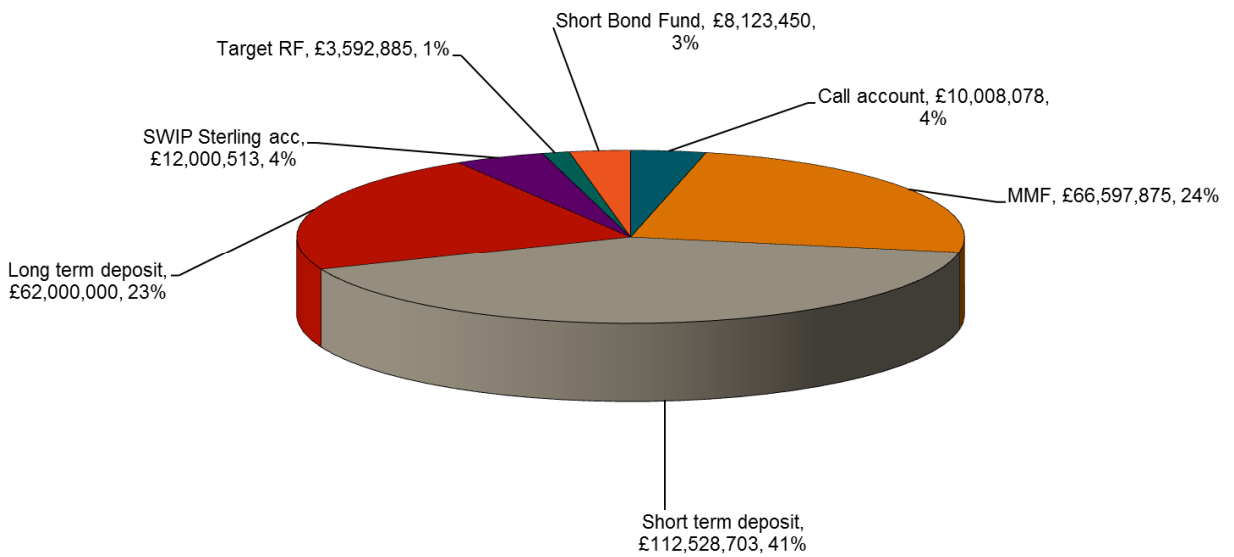


Risk Profile - Total Combined Portfolio as at 31.03.2012



Risk Category	L/T rating	S/T rating	Individual rating	Viability rating
1	AA+, AA	F1+	1, 2	aaa, aa
2	AA-	F1+	1, 2	aa, a
3	AA-	F1+	1	bbb
4	AA-	F1+	1	bbb
5	A+, A	F1	1, 2, 3	a, bbb, bb
6	A	F1	2, 3, lower	b or lower

Total Combined Portfolio as at 31.03.2012



Prudential Indicators Outturn 31 March 2012**Authorised and Operational Limit for External Debt**

Authorised Limit for External Debt	£486,000,000
Operational Limit for External Debt	£476,000,000
Actual External Debt at 31 March 2012	£420,728,448

Fixed Interest Rate Exposure

Fixed Interest Net Borrowing limit	150.00%
Actual at 31 March 2012	139.04%

Variable Interest Rate Exposure

Variable Interest Net Borrowing limit	25.00%
Actual at 31 March 2012	- 39.04%

Sums Invested over 365 days

Total sums invested for more than 364 days maximum limit	£100,000,000
Actual sums invested for more than 364 days at 31 March 2012	£ 67,000,000

Maturity Structure of Borrowing at 31/03/12

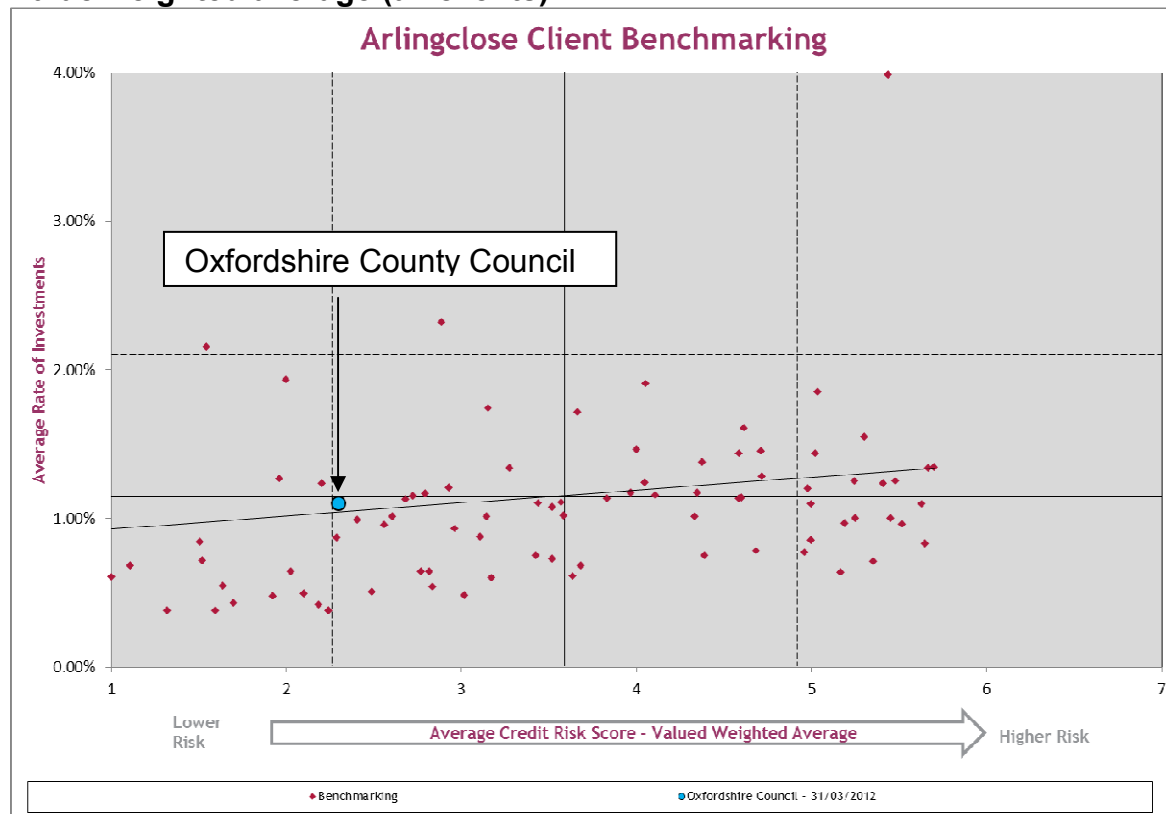
	Limit %	Actual %
From 01/04/11		
Under 12 months	0 - 20	0
12 – 24 months	0 - 25	7.93
24 months – 5 years	0 - 35	9.27
5 years – 10 years	5 - 40	14.97
10 years +	50 - 95	67.83

The Prudential indicators for Maturity structure are set with reference to the start of the financial year. The actual % shown above relates to the maturity period remaining at 01/04/11 on loans still outstanding at 31/03/12.

Actual Maturity Structure of Borrowing at 01/04/12

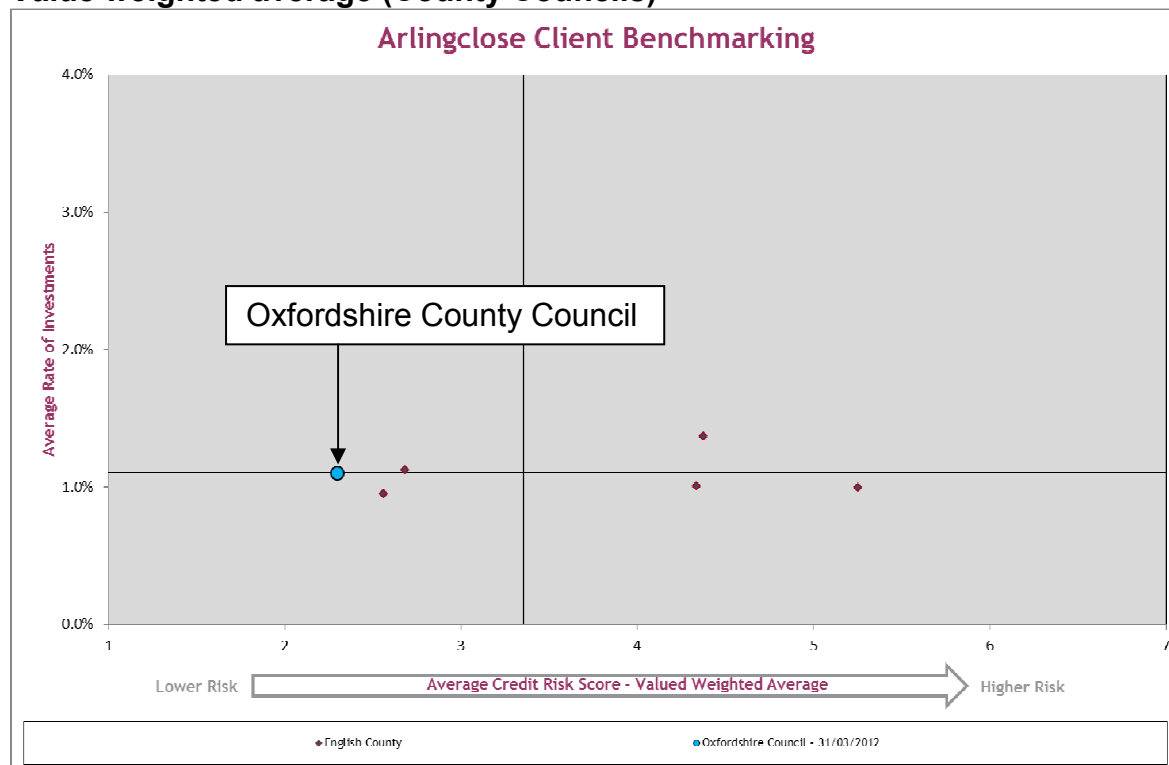
	Limit %	Actual %
From 01/04/12		
Under 12 months	0 - 20	6.74
12 – 24 months	0 - 25	3.80
24 months – 5 years	0 - 35	8.56
5 years to 10 years	5 – 40	18.30
10 years +	50 – 95	62.60

Value weighted average (all clients)



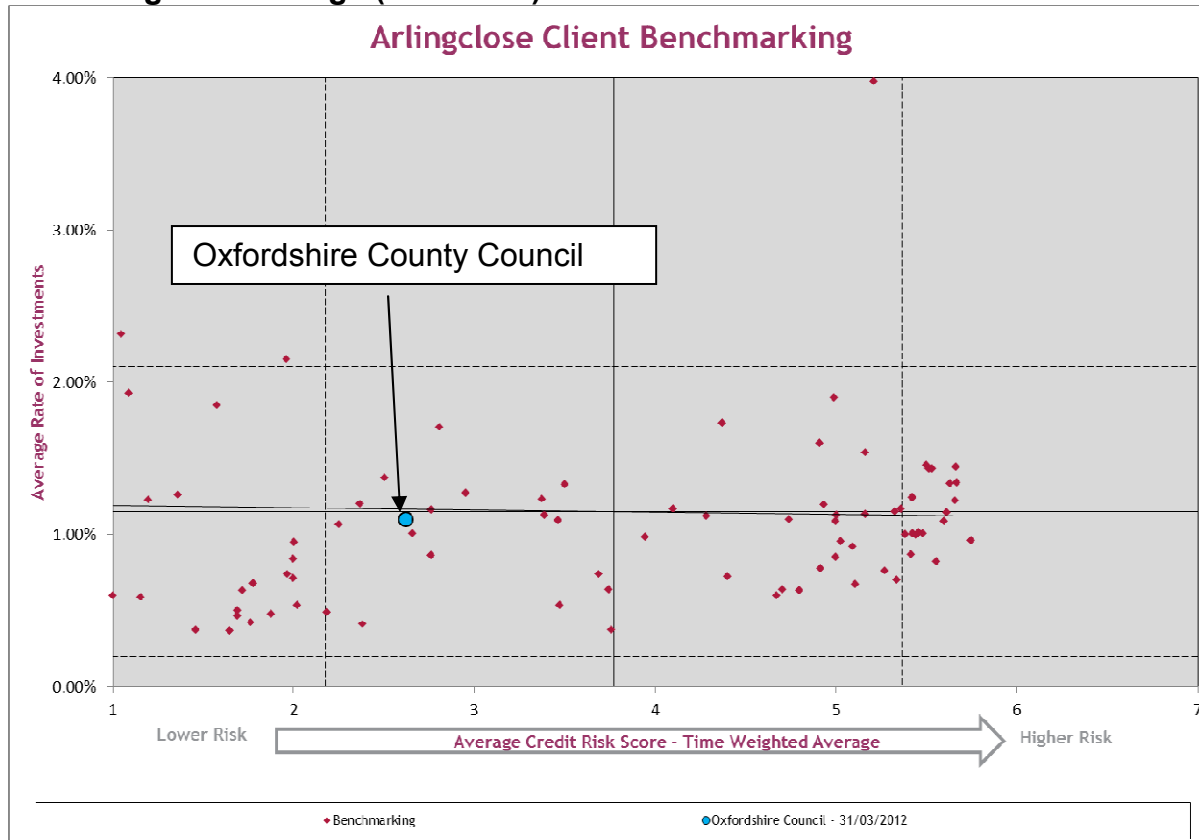
The above graph shows that Oxfordshire County Council achieved the average interest rate for the credit weighting of all clients of Arlingclose as at 31/03/2012.

Value weighted average (County Councils)



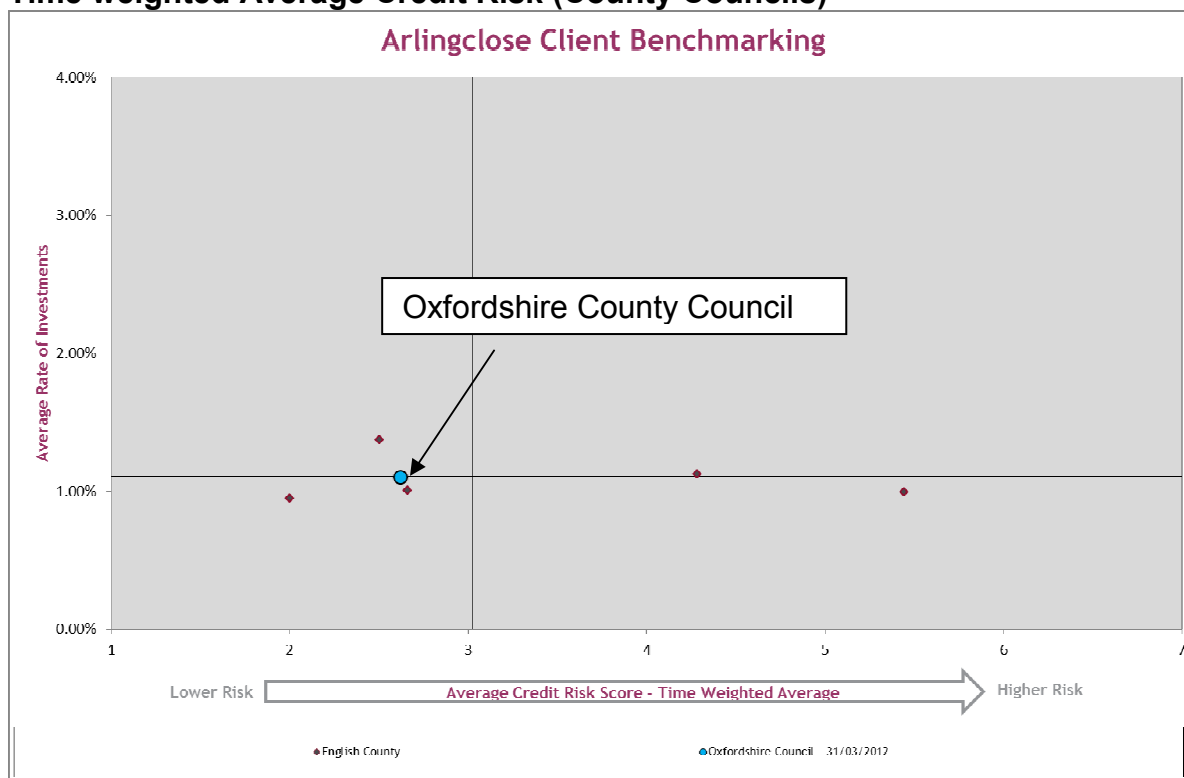
The above graph shows that Oxfordshire County Council achieved a similar interest rate for less credit risk compared to 5 other County Councils as at 31/03/2012.

Time weighted Average (all clients)



The above graph shows that Oxfordshire County Council achieved a near average interest rate on deposits whilst maintaining a relatively low credit risk at 31/03/2012.

Time weighted Average Credit Risk (County Councils)



The above graph shows that Oxfordshire County Council achieved a similar interest rate to the other County Councils in the sample, whilst it maintained a significantly lower time weighted credit risk as at 31/03/2012.

CABINET – 17 JULY 2012

2012/13 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT

Report by the Assistant Chief Executive & Chief Finance Officer

Introduction

1. This report focuses on the delivery of the Directorate Business Strategies which were agreed as part of the Service and Resource Planning Process for 2012/13 – 2016/17. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of May 2012. Amendments to the 2011/12 Statement of Accounts that change the Revenue and Capital Outturn Report considered by Cabinet on 19 June 2012 are included in Part 3. The Capital monitoring and Capital Programme Update is included at Part 4.

Summary Position

2. The current in – year Directorate forecast including the Council elements of the Pooled Budgets is a variation of -£1.329m, or -0.32% against a budget of £411.531m as shown in the table below.

Original Budget 2012/13 £m		Latest Budget 2012/13 £m	Forecast Outturn 2012/13 £m	Variance Forecast May 2012 £m	Variance Forecast May 2012 %
105.814	Children, Education & Families (CE&F)	105.481	104.621	-0.860	-0.82
219.635	Social & Community Services (S&CS)	211.300	210.998	-0.302	-0.14
77.658	Environment & Economy	77.854	77.854	0.000	0.00
8.394	Chief Executive's Office	16.896	16.866	-0.030	-0.18
411.501	In year Directorate total	411.531	410.339	-1.192	-0.29
	Add: Underspend on Council Elements of Pooled Budgets			-0.137	
	Total Variation including Council Elements of Pooled Budgets			-1.329	-0.32

3. The following annexes are attached:

- Annex 1 Original and Latest Estimates for 2012/13
- Annex 2 Virements & Supplementary Estimates
- Annex 3 Forecast Earmarked Reserves
- Annex 4 Forecast General Balances
- Annex 5 Ring-fenced Government Grants 2012/13
- Annex 6 Older People & Physical Disabilities and Learning Disabilities Pooled Budgets
- Annex 7 Treasury Management Lending List
- Annex 8 Capital Programme Monitoring
- Annex 9 Updated Capital Programme 2011/12 to 2017/18

4. The Directorate reports which set out the detail behind this report are available from the contact officers named at the end of this report.

Part 1 - Revenue Budget & Business Strategy Savings

Children, Education & Families (CE&F)

5. The directorate is forecasting a variation of -£0.860m. In addition a forecast underspend on services funded by the Dedicated Schools Grant (DSG) of -£0.467m. Any underspend will be placed in a reserve at the end of the year for use in 2013/14.
6. An underspend of -£0.991m is forecast on Home to School Transport. A further saving of £0.200m in 2013/14 is already built into the Medium Term Financial Plan but the total savings that could be achieved by this service will be reviewed as part of the 2013/14 Service and Resource Planning process. As in previous years the forecast may change during the year as the full effect of the last tendering process are known along with the impact of the new academic year changes.

Social & Community Services (S&CS)

7. The outturn position for S&CS is a variation of -£0.302m. There is an overspend on the Council elements of the Older People, Physical Disabilities and Equipment Pooled Budget (+£0.706m) and an underspend on the Learning Disabilities Pooled Budget (-£0.843m).

SCS1 Adult Social Care

8. As previously reported Adult Social Care is broadly on track to deliver the business strategy over the next three years and a breakeven position is forecast. Fairer Charging Income is expected to be underachieved but the service is expecting to manage this pressure by utilising underspends elsewhere in the service.

SCS3 Joint Commissioning

9. The restructure of commissioning services in S&CS and CE&F will deliver the savings in the Business Strategy but, as the new structure is not yet complete, there is a risk that savings may not be achieved in full in 2012/13.

SCS5 Fire & Rescue and Emergency Planning

10. The service is forecasting a variation of -£0.202m. This relates to underspends on the Retained Duty System (-£0.170m) and whole time fire-fighters (-£0.080m) offset by an overspend on fire-fighter ill health retirements (+£0.048m).
11. Elsewhere on the agenda Cabinet are considering the business case for a joint fire control centre with Royal Berkshire Fire Authority. Each fire authority has received government grant funding of £1.8m (£1.3m capital and £0.5m revenue) for this programme.

Pooled Budgets

Older People, Physical Disabilities and Equipment Pooled Budget

CA10

12. As shown in Annex 6 the Older People, Physical Disabilities and Equipment Pooled Budget is forecast to overspend by +£2.958m. +£0.706m relates to the Council's element and +£2.252m to the Primary Care Trust (PCT).
13. The forecast overspend on the Council elements of the Older People's Pooled Budget represents current variations from forecasts made on how many people will start and stop needing care in the financial year.
14. Most of the under spending brought forward from last year has been set aside to meet the costs of additional care home placements in this year and future years. The remaining element of the underspend from last financial year has been used to fund the costs of 3 additional care home placements per week from June through to the end of September. However, the current level of care home placements which reflect continuing high levels of demand for adult social care especially for frail older people in hospital is not financially sustainable in the longer term. It is also inconsistent with the agreed policy direction set out in the Business Strategy. Discussions are taking place with the NHS to ensure that care needs can be met in alternative ways which reduce the demand for care home placements.
15. The Oxfordshire Care Partnership (OCP) is being renegotiated to explore ways of meeting long term care needs in a way which reduces costs and leads to developments that achieve efficiencies. Savings of -£3.362m are planned by 2014/15. Contract negotiations are near completion with a new contract expected to start in October 2012. The exact timing of the premises developments are not known so there is a risk that the anticipated saving of -£0.741m for 2012/13 may not be delivered this year but delivered later. The budget is being kept under close review and if the saving is delayed, the resulting pressure will be managed from within the Older People's Pool.

Learning Disabilities Pooled Budget

16. As set out in Annex 6 the Learning Disabilities Pooled Budget is forecasting an underspend of -£1.000m, -£0.843m on the Council's element and -£0.157m on the PCT element. The forecast underspend is largely due to underspends on personal budgets. The underspend could increase during the year due to personal budgets starting later than planned or service users not utilising their complete packages. Further updates will be included future reports.
17. Savings in excess of £1.8m are planned to be delivered during the year. A significant proportion of the savings target has already been achieved as a result of work carried out in 2011/12.

Virements and Supplementary Estimates

18. Virements larger than £0.250m that require Cabinet approval are set out in Annex 2a. These include requests to update the expenditure and income budgets for the revised DSG allocation (see paragraph 19), transfer of the Business Systems Teams from CE&F and S&CS to ICT, and income and expenditure budgets relating to the Thriving Families Funding received from the Department for Communities and Local Government. Annex 2a also includes virements relating to the inclusion of Food with Thought under the new Property and Facilities Contract from 1 July 2012.

Grants Monitoring

19. Ring-fenced grants totalling £411.609m (including £366.604m of DSG) are included in Directorate budgets and will be used for the specified purpose. Changes this month include the latest DSG allocation that was received from the Department for Education on 26 June 2012. The revised allocation is based on the January pupil count and schools converting to Academy status on 1 April 2012.

Bad Debt Write Offs

20. There were 25 general write offs to the end of May 2012 and these totalled £9,506. In addition Client Finance has written off 14 debts totalling £24,064.

Treasury Management

21. On 6 June the lending maturity limits for Lloyds TSB and RBS were reduced from 35 days to overnight deposits only. This was in anticipation of the downgrading of UK banks by Moody's ratings agency on 21 June 2012. With the exception of HSBC, Barclays Bank Plc. and Nationwide Building Society, which have six or three month maturity limits, all UK banking institutions are now restricted to overnight deposits only or have been previously removed from the lending list. The full Treasury Management lending list as at 27 June 2012 is included at Annex 7.
22. The average cash balance during May 2012 was £277.3m and the average rate of return was 1.09%. The budgeted return for interest receivable on balances invested internally is £2.50m for 2012/13, it is expected that this budget will be achieved.

Part 2 – Balance Sheet

23. Annex 3 sets out earmarked reserves brought forward from 2011/12 and the forecast position as at 31 March 2013. Forecast reserves are £117.065m. As set out in Annex 4 current balances are £16.693m taking into account known changes.

Part 3 – Changes to 2011/12 Outturn

24. The Revenue and Capital Outturn Report to Cabinet on 19 June 2012 set out the directorates' outturn position compared to budget, based on directorate net revenue expenditure of £418.962m. However, changes were required following the Secretary of State for Transport's decision on the Cogges Link Road Development. £4.550m costs relating to the scheme have been written off to revenue, offset by developer contributions and revenue previously applied to capital spend totalling £3.069m. This increased directorate net revenue expenditure by £1.481m to £420.443m. Total Capital Programme expenditure for 2011/12 reduced by £1.650m to £68.195m, and the use of capital resources revised to 91%.
25. The increase in directorate net revenue expenditure of £1.481m has been met from the County Fund balance, reducing this from £15.374m as set out in the Outturn Report to £13.893m. This revised position is in line with the estimate used for the Medium Term Financial Plan 2012/13 to 2016/17.

26. The Grants and Contributions Reserve has increased by £0.800m since the Outturn Report as a result of late notification of additional reablement funding from the Primary Care Trust. This has increased the total Earmarked Reserves to £117.061m.

Part 4 – Capital Programme

Capital Monitoring

27. The capital monitoring position set out in Annex 8a, shows the forecast expenditure for 2012/13 is £50.1m (excluding schools local capital expenditure). This is a decrease of £0.3m compared to the programme agreed by Council in February 2012. The table below summarises the variations by directorate.

Directorate	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Children, Education & Families	20.1	20.9	+0.8
Social & Community Services	3.1	3.4	+0.3
Environment & Economy – Transport	24.1	23.2	-0.9
Environment & Economy – Other	2.3	1.7	-0.6
Chief Executive's Office	0.8	0.9	+0.1
Total Directorate Programmes	50.4	50.1	-0.3
Schools Local Capital	5.2	5.1	-0.1
Total Capital Programme	55.6	55.2	-0.4

* Approved by Council 10 February 2012

28. The majority of the variations are due to the re-profiling of schemes to take into account the impact of the 2011/12 outturn position. Significant in-year variations for each directorate are listed in Annex 8b. New schemes and changes requiring Cabinet approval are listed in Annex 8c.

Five Year Capital Programme Update

29. The total forecast 5-year capital programme (2012/13 to 2016/17) is now £362.1m, a decrease of £1.7m compared to the programme approved by Council in February 2012. The full updated capital programme is set out in Annex 9. Taking into account the outturn position for 2011/12, the overall size of the capital programme has decreased by £5.6m. Overall, the level of funding for the capital programme remains the same. The surplus over the 5 year programme has reduced by £0.050m to £0.203m and capital programme contingencies (held within earmarked reserves) remain at the recommended level of 3% of the total programme.
30. The table on the following page summarises the variations by directorate and the main reasons for these variations are explained in the following paragraphs.

CA10

Directorate	Last Approved Total Programme (2012/13 to 2016/17) * £m	Latest Updated Total Programme (2012/13 to 2016/17) £m	Variation £m	Variation in the size of the overall programme (including 2011/12) £m
Children, Education & Families	138.3	138.0	-0.3	+0.5
Social & Community Services	23.0	23.5	+0.5	0.0
Environment & Economy - Transport	103.5	91.3	-12.2	-14.9
Environment & Economy - Other	30.0	30.0	0.0	-0.1
Chief Executive's Office	2.6	2.7	+0.1	+0.2
Total Directorate Programmes	297.4	285.5	-11.9	-14.3
Schools Local Capital	12.3	14.0	+1.7	+0.2
Earmarked Reserves	54.1	62.6	+8.5	+8.5
Total Capital Programme	363.8	362.1	-1.7	-5.6

* Approved by Council 10 February 2012

31. Following the decision by the Secretary of State for Transport on the Cogges Link Road, the scheme has been removed from the programme. This has returned £4.0m of funding back to the programme and this is being held in earmarked reserves. The developer contributions funding have also been removed.
32. On 11 April 2012, the Department for Education announced that the Council would receive an additional £5.5m funding for Basic Need in schools in 2012/13. This has now been included in the programme. The estimated funding for the Schools Structural Maintenance grant (2013/14) has been reduced to reflect the number of schools converting to academy status.
33. A programme of works for rural roads has now been approved and is included within the Transport programme. £1m has been released from earmarked reserves to fund this.
34. The Council will receive an additional £0.6m for Fire Capital Grant in 2012/13. This grant was announced after the February 2012 programme was approved and is not ringfenced or time limited.

RECOMMENDATIONS

35. The Cabinet is **RECOMMENDED** to:
- a) note the report;
 - b) approve the virement requests set out in Annex 2a;
 - c) note the updated Treasury Management lending list at Annex 7;
 - d) approve the updated Capital Programme at Annex 9 and the associated changes to the programme in Annex 8c.
 - e) note the updated position for the 2011/12 revenue and capital outturn and the updated position on balances and reserves.

SUE SCANE

Assistant Chief Executive & Chief Finance Officer

Background papers: Directorate Financial Monitoring Reports 31 May 2012.

Contact Officers: Kathy Wilcox, Principal Financial Manager
Tel: (01865) 323981

Lorna Baxter, Deputy Chief Finance Officer
Tel: (01865) 323971

July 2012

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May Financial Monitoring and Business Strategy Delivery Report
CABINET - 17 July 2012
Budget Monitoring

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) May 2012	Actual Expenditure (Net) May 2012	Variation to Budget May 2012	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	underspend - overspend + £000 (12)	(13)
CEF	Children, Education & Families											
	Gross Expenditure	563,507	0	-313	0	563,194	562,334	-860	92,891	78,196	-14,695	G
	Gross Income	-457,693	0	-20	0	-457,713	-457,713	0	-73,535	-7,969	65,565	G
		105,814	0	-333	0	105,481	104,621	-860	19,357	70,227	50,870	G
SCS	Social & Community Services											
	Gross Expenditure	259,276	0	-9,353	0	249,923	249,621	-302	43,366	41,101	-2,266	G
	Gross Income	-39,641	0	1,018	0	-38,623	-38,623	0	-8,134	-5,970	2,164	G
		219,635	0	-8,335	0	211,300	210,998	-302	35,233	35,131	-102	G
EE	Environment & Economy											
	Gross Expenditure	144,307	0	302	0	144,609	144,609	0	26,898	17,798	-9,100	G
	Gross Income	-66,649	0	-106	0	-66,755	-66,755	0	-13,879	-9,276	4,603	G
		77,658	0	196	0	77,854	77,854	0	13,019	8,522	-4,497	G
CEO	Chief Executive's Office											
	Gross Expenditure	16,360	0	9,702	0	26,062	26,032	-30	3,250	2,839	-411	G
	Gross Income	-7,966	0	-1,200	0	-9,166	-9,166	0	-1,867	-1,867	0	G
		8,394	0	8,502	0	16,896	16,866	-30	1,382	971	-411	G
	Less recharges to other directorates	-49,078				-49,078	-49,078	0			0	G
		49,078				49,078	49,078	0			0	G
	Directorate Expenditure Total	934,372	0	338	0	934,710	933,518	-1,192	166,405	139,934	-26,472	G
	Directorate Income Total	-522,871	0	-308	0	-523,179	-523,179	0	-97,415	-25,083	72,332	G
	Directorate Total Net	411,501	0	30	0	411,531	410,339	-1,192	68,990	114,851	45,861	G

May Financial Monitoring and Business Strategy Delivery Report
CABINET - 17 July 2012
Budget Monitoring

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) May 2012 £000 (10)	Actual Expenditure (Net) May 2012 £000 (11)	Variation to Budget May 2012 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2011/12 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)						
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	Contributions to (+)/from (-)reserves	8,366	0			8,366	9,558	1,192				
	Contribution to (+)/from(-) balances	2,800				2,800	2,800	0				
	Pensions - Past Service Deficit Funding	1,500				1,500	1,500	0				
	Capital Financing	37,001				37,001	37,001	0				
	Interest on Balances	-4,348				-4,348	-4,348	0				
	Additional funding to be allocated					0		0				
	Strategic Measures Budget	45,319	0	0	0	45,319	46,511	1,192				
	Government Grants	-52,964		-30		-52,994	-52,994	0				
	Council Tax	-4,019				-4,019	-4,019	0				
	Revenue Support Grant	-2,193				-2,193	-2,193	0				
	Business rates	-113,119				-113,119	-113,119	0				
	Council Tax Requirement	284,525	0	0	0	284,525	284,525	0				

May Financial Monitoring and Business Strategy Delivery Report: Children, Education & Families
CABINET - 17 July 2012
Budget Monitoring

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) May 2012	Actual Expenditure (Net) May 2012	Variation to Budget May 2012	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit - £000	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	underspend - overspend + £000 (12)	(13)
CEF1	Education & Early Intervention											
	Gross Expenditure	76,372	0	93	0	76,465	75,425	-1,040	11,234	8,499	-2,735	G
	Gross Income	-29,443	0	-220	0	-29,663	-29,663	0	-3,291	163	3,454	G
		46,929	0	-127	0	46,802	45,762	-1,040	7,943	8,662	719	A
CEF2	Children's Social Care											
	Gross Expenditure	47,509	0	-270	0	47,239	47,419	180	7,763	6,877	-886	G
	Gross Income	-6,079	0	159	0	-5,920	-5,920	0	-831	-224	606	G
		41,430	0	-111	0	41,319	41,499	180	6,932	6,652	-280	G
CEF3	Quality & Compliance											
	Gross Expenditure	22,299	0	-175	0	22,124	22,124	0	3,687	2,279	-1,409	G
	Gross Income	-464	0	86	0	-378	-378	0	-63	0	63	G
		21,835	0	-89	0	21,746	21,746	0	3,624	2,279	-1,346	G
CEF4	Schools											
	Gross Expenditure	421,211	0	39	0	421,250	421,250	0	70,207	60,541	-9,666	G
	Gross Income	-425,591	0	-45	0	-425,636	-425,636	0	-69,350	-7,908	61,442	G
		-4,380	0	-6	0	-4,386	-4,386	0	857	52,634	51,776	G
	Less recharges within directorate	-3,884				-3,884	-3,884	0			0	G
		3,884				3,884	3,884	0			0	G
	Directorate Expenditure Total	563,507	0	-313	0	563,194	562,334	-860	92,891	78,196	-14,695	G
	Directorate Income Total	-457,693	0	-20	0	-457,713	-457,713	0	-73,535	-7,969	65,565	G
	Directorate Total Net	105,814	0	-333	0	105,481	104,621	-860	19,357	70,227	50,870	G

May Financial Monitoring and Business Strategy Delivery Report: Social & Community Services
CABINET - 17 July 2012
Budget Monitoring

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) May 2012	Actual Expenditure (Net) May 2012	Variation to Budget May 2012	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)
SCS1	Adult Social Care											
	Gross Expenditure	199,968	0	76	0	200,044	200,044	0	33,402	33,052	-350	G
	Gross Income	-45,284	0	-76	0	-45,360	-45,360	0	-7,560	-5,705	1,855	G
		154,684	0	0	0	154,684	154,684	0	25,841	27,347	1,505	G
SCS2	Community Safety											
	Gross Expenditure	4,268	0	153	0	4,421	4,321	-100	691	734	43	A
	Gross Income	-1,196	0	-153	0	-1,349	-1,349	0	-225	-137	88	G
		3,072	0	0	0	3,072	2,972	-100	466	597	132	A
SCS3	Quality & Compliance											
	Gross Expenditure	29,753	0	338	0	30,091	30,091	0	5,017	3,767	-1,250	G
	Gross Income	-1,870	0	63	0	-1,807	-1,807	0	-301	-66	235	G
		27,883	0	401	0	28,284	28,284	0	4,716	3,700	-1,015	G
SCS4	Community Services											
	Gross Expenditure	9,985	0	-9,985	0	0	0	0	1,657	1,533	-123	
	Gross Income	-1,184	0	1,184	0	0	0	0	-200	-134	66	
		8,801	0	-8,801	0	0	0	0	1,457	1,399	-58	
SCS5	Fire & Rescue and Emergency Planning											
	Gross Expenditure	25,480	0	65	0	25,545	25,343	-202	4,257	3,549	-709	G
	Gross Income	-285	0	0	0	-285	-285	0	-47	-62	-14	G
		25,195	0	65	0	25,260	25,058	-202	4,210	3,487	-723	G
	Less recharges within directorate	-10,178				-10,178	-10,178	0			0	G
		10,178				10,178	10,178	0			0	G
	Directorate Expenditure Total	259,276	0	-9,353	0	249,923	249,621	-302	43,366	41,101	-2,266	G
	Directorate Income Total	-39,641	0	1,018	0	-38,623	-38,623	0	-8,134	-5,970	2,164	G
	Directorate Total Net	219,635	0	-8,335	0	211,300	210,998	-302	35,233	35,131	-102	G

May Financial Monitoring and Business Strategy Delivery Report: Environment & Economy
CABINET - 17 July 2012
Budget Monitoring

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) May 2012	Actual Expenditure (Net) May 2012	Variation to Budget May 2012	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	underspend - overspend + £000 (12)	(13)
EE1	Highways & Transport											
	Gross Expenditure	54,016	0	0	0	54,016	54,016	0	9,003	3,115	-5,888	G
	Gross Income	-11,396	0	0	0	-11,396	-11,396	0	-1,899	-1,172	727	G
		42,620	0	0	0	42,620	42,620	0	7,103	1,942	-5,161	G
EE2	Growth & Infrastructure											
	Gross Expenditure	58,464	0	75	0	58,539	58,539	0	9,800	4,330	-5,470	G
	Gross Income	-30,324	0	-8	0	-30,332	-30,332	0	-5,055	-842	4,214	G
		28,140	0	67	0	28,207	28,207	0	4,744	3,489	-1,256	G
EE3	Oxfordshire Customer Services											
	Gross Expenditure	41,656	0	227	0	41,883	41,883	0	6,980	9,398	2,417	G
	Gross Income	-41,450	0	-98	0	-41,548	-41,548	0	-6,925	-7,262	-338	G
		206	0	129	0	335	335	0	56	2,136	2,080	G
EE4	Director's Office											
	Gross Expenditure	6,692	0	0	0	6,692	6,692	0	1,115	955	-160	G
	Gross Income	0	0	0	0	0	0	0	0	0	0	G
		6,692	0	0	0	6,692	6,692	0	1,115	955	-160	G
	Less recharges within directorate	-16,521				-16,521	-16,521	0			0	G
		16,521				16,521	16,521	0			0	G
	Directorate Expenditure Total	144,307	0	302	0	144,609	144,609	0	26,898	17,798	-9,100	G
	Directorate Income Total	-66,649	0	-106	0	-66,755	-66,755	0	-13,879	-9,276	4,603	G
	Directorate Total Net	77,658	0	196	0	77,854	77,854	0	13,019	8,522	-4,497	G

May Financial Monitoring and Business Strategy Delivery Report: Chief Executive's Office
CABINET - 17 July 2012
Budget Monitoring

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) May 2012	Actual Expenditure (Net) May 2012	Variation to Budget May 2012	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
		£000	£000	£000	£000	£000						
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
CEO1	Chief Executive & Business Support											
	Gross Expenditure	2,036	0	-547	0	1,489	1,459	-30	248	326	78	A
	Gross Income	-788	0	0	0	-788	-788	0	-131	-131	0	G
		1,248	0	-547	0	701	671	-30	117	195	78	A
CEO2	Human Resources											
	Gross Expenditure	1,484	0	191	0	1,675	1,675	0	279	231	-48	G
	Gross Income	-1,345	0	0	0	-1,345	-1,345	0	-224	-231	-7	G
		139	0	191	0	330	330	0	55	0	-55	G
CEO3	Corporate Finance & Internal Audit											
	Gross Expenditure	2,429	0	0	0	2,429	2,429	0	405	248	-157	G
	Gross Income	-2,417	0	0	0	-2,417	-2,417	0	-403	-353	50	G
		12	0	0	0	12	12	0	2	-106	-108	G
CEO4	Law & Governance Services											
	Gross Expenditure	6,987	0	9,943	0	16,930	16,930	0	1,206	1,109	-97	G
	Gross Income	-4,050	0	-1,200	0	-5,250	-5,250	0	-694	-731	-37	G
		2,937	0	8,743	0	11,680	11,680	0	513	379	-134	G
CEO5	Strategy & Communications											
	Gross Expenditure	2,859	0	115	0	2,974	2,974	0	496	323	-173	G
	Gross Income	-2,492	0	0	0	-2,492	-2,492	0	-415	-421	-6	G
		367	0	115	0	482	482	0	80	-98	-179	G
CEO6	Corporate & Democratic Core											
	Gross Expenditure	3,691	0	0	0	3,691	3,691	0	615	602	-13	G
	Gross Income	0	0	0	0	0	0	0	0	0	0	G
		3,691	0	0	0	3,691	3,691	0	615	602	-13	G
	Less recharges within directorate	-3,126				-3,126	-3,126	0			0	G
		3,126				3,126	3,126	0			0	G
	Directorate Expenditure Total	16,360	0	9,702	0	26,062	26,032	-30	3,250	2,839	-411	G
	Directorate Income Total	-7,966	0	-1,200	0	-9,166	-9,166	0	-1,867	-1,867	0	G
	Directorate Total Net	8,394	0	8,502	0	16,896	16,866	-30	1,382	971	-411	G

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000		
CEF	Jul	Set up income and expenditure budget for Thriving Families programme to reflect grant received from DCLG	CEF2-3	Social Care	P	941.6	-941.6		
		Update of Dedicated Schools Grant 2012-13 Budgets for revised grant allocation received from DFE	CEF1-1	Management & Central Costs	P	75.6	-75.6		
			CEF1-2	Additional & Special Educational Needs	P	500.9	-1,248.4		
			CEF1-3	Early Intervention	P	0.0	-318.1		
			CEF1-4	Education	P	737.3	-750.6		
			CEF1-5	Organisation & Planning	P	21.0	-341.8		
			CEF3-2	Children, Education & Families Support Service Non-Negotiable Recharges	P	0.0	14.7		
			CEF4-1	Delegated Budgets	P	-15,774.8	15,774.8		
			CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	P	1,464.5	-1,464.5		
			CEF4-3	Devolved Schools Costs (including licenses, insurances and redundancy budgets)	P	-175.6	-181.2		
EE	Jul	Property & Facility Client budget restructure for the new contract	EE2-61-67	Property and Facilities excluding FWT/QCS	P	2,620.8	-2,620.8		
					T	-655.2	655.2		
		FwT/QCS virement part year trading	EE2-61-67	Property and Facilities excluding FWT/QCS	P	-147.0	0.0		
					T	36.7	0.0		
					EE2-68	Food with Thought/QCS Cleaning	P	-9,216.6	9,363.6
T	2,304.1	-2,340.9							
Inter Directorate	Jul	Transfer of Business Systems from CEF to ICT within E&E	CEF3-5	Information Management & Business Support	P	-661.5	40.6		
					EE3-3	ICT	P	661.5	-40.6
		Business System Team transfer to E&E	CEF3-5	Information Management & Business Support	P	306.0	0.0		
					EE3-3	ICT	P	407.9	-207.8
					SCS3-1	Joint Commissioning	P	-713.9	207.8
Grand Total						-17,523.0	17,523.0		

May Financial Monitoring and Business Strategy Delivery Report
CABINET - 17 July 2012
EARMARKED RESERVES

Earmarked Reserves	2012/13			Balance at 31 March 2013 £000	Commentary
	Balance at 1 April 2012 £000	Movement			
		Contributions from Reserve £000	Contributions to Reserve £000		
Children, Education & Families					
Primary	18,085			18,085	
Secondary	9,469			9,469	
Special	1,745			1,745	
Sub-total schools' revenue reserves	29,299	0	0	29,299	Includes a balance of £0.990m to be transferred to academy converters.
School Loans	-902			-902	Includes new loan during the year to Langtree School which converted to be an academy on 1 April 2012.
Total schools' reserves	28,397	0	0	28,397	
Schools' Contingency	11			11	
Schools' Partnerships	247			247	
Schools' Insurance	276			276	
Supply Cover	-23			-23	
<u>Self-Financing Services</u>					
Residential Centres	117			117	To be used as required in future years.
ICT Service	65			65	To be used as required in future years.
Governor Services	115			115	To be used as required in future years.
Roundabout Daycare	0			0	New reserve agreed but no contribution made in 2011/12.
Forest School Training	48	-48		0	To be used as required in future years.
Safeguarding Board	282			282	To be used as required in future years.
Joint Use Reserve	319			319	To be used as required in future years.
<u>Equipment & Vehicles Reserve</u>					
Oxfordshire Rural Children's Centres	28			28	To be used as required in future years to maintain and replace rural children's centre vehicles.
Youth Management Committee	291			291	To be used in 2012/13 by Early Intervention Service for a vehicle at the Witney hub, work at Blackbird Leys and Rose Hill satellites , projects at Riverside, and other spend by satellites.
Early Intervention Service Equipment Reserve	369			369	To be used as required in future years for maintenance and replacement of equipment across all hubs e.g. minibuses, portable climbing wall.
North Oxfordshire Children's Centre (capital)	79			79	Contribution to proposed capital works (minor extension and alterations) taking place in 2012/13.
<u>Projects</u>					
ICT Projects	999	-44		955	Includes funding for Framework-I developments and floorwalker, Youth Offending Information System, Single Child Record project and Information Management. Planned to be spent by March 2014.
Joint Working with Police	622			622	To fund a two year project due to anticipated increase in referrals and work . Planned to be spent by March 2014.
School Intervention Fund	1,861			1,861	For school improvement projects in line with Education Strategy. Planned to be spent in 2012/13.

May Financial Monitoring and Business Strategy Delivery Report
CABINET - 17 July 2012
EARMARKED RESERVES

Earmarked Reserves	2012/13				Balance at 31 March 2013 £000	Commentary
	Balance at 1 April 2012 £000	Movement		Balance at 31 March 2013 £000		
		Contributions from Reserve £000	Contributions to Reserve £000			
<u>Other</u>						
Foster Carer Loans	204			204		To meet Children's Act loans write off and interest costs in future years.
Academies Conversion Support	600	-600		0		To manage the costs arising in legal services, human resources, property, finance and other areas as a consequence of school conversions to academies, and to provide the opportunity to investigate and implement alternate trust structures for groups of schools considering conversion to academies.
School amalgamations	140			140		To fund costs incurred by the local authority associated with school amalgamations. These potential amalgamations include the merger of attached nurseries into the associated primary school and the merger of separate infant and junior schools into an all-through primary.
Staff Training & Development	158			158		Balance of funding agreed by Council in February 2011 for training and staff development towards new ways of working following restructure within CEF. To be spent during 2012/13.
<u>Grants and contributions</u>						
Dedicated Schools Grant	4,717	-1,044	467	4,140		To be spent within the schools budget. Schools Forum were consulted on the use of £1.771m on 21 June 2012. Of this £1.044m has been agreed with further details being taken to Finance & Deprivation Sub-committee on the remaining items on 5 July 2012. A paper on the remaining underspend balance will be taken to Schools Forum in September.
National Citizen Service	21			21		Grant funding.
Therapeutic Service	85			85		Funding from PCT.
Young Carers	80	-80		0		Funding from PCT.
Reducing youth homelessness	49			49		Funding from Cherwell DC/DCLG.
National Council for School Leadership	10			10		Grant funding.
British Council Grant	11			11		Funding for International Office.
CEF Directorate Total	40,178	-1,816	467	38,829		
Social & Community Services						
Grants & Contributions	800			800		
Older People Pooled Budget and Learning Disabilities Pooled Budget Reserve	6,238	-4,500		1,738		To be used in future years as agreed by the Joint Management Group
OSJ Client Income Reserve	64			64		Reserve to provide for client income refunds
S117 Reserve	23			23		Reserve set up in 2008/9 to cover any S117 re-assessments.
<u>Fire & Rescue</u>						
Securing Water Supplies	70			70		To be used for unbudgeted fire hydrant work
Protective Clothing	65			65		Replacement of personal protective clothing
Breathing Apparatus Equipment	230			230		Renewal of breathing apparatus equipment
Communications Fund	123			123		Renewal of communications equipment
Vehicles	590	-930	870	530		Planned renewal of the the Fire & Rescue vehicles.
IT	73			73		Renewal of IT equipment
Rescue Equipment	26			26		Renewal of Rescue equipment

May Financial Monitoring and Business Strategy Delivery Report
CABINET - 17 July 2012
EARMARKED RESERVES

Earmarked Reserves	2012/13				Commentary
	Balance at 1 April 2012 £000	Movement		Balance at 31 March 2013 £000	
		Contributions from Reserve £000	Contributions to Reserve £000		
Fire Control	1,085			1,085	Funding of the proposed joint Oxfordshire / Berkshire Fire Control Centre. Includes specific revenue grant for this programme.
Fire Link	139			139	Renewal of Rescue equipment
New Dimensions	50			50	For costs relating to the ownership of New Dimensions specialist vehicles
<u>Emergency Planning</u>					
Vehicle Renewals	42			42	Renewal of Emergency Planning vehicles
<u>Safer Communities</u>					
Grants & Contributions	26			26	Contributions from district councils and other partners for Domestic Homicide Review
<u>Trading Standards</u>					
Vehicles Replacement Reserve	7			7	Renewal of Trading Standards vehicles
General Reserve	15			15	To be used for costs of complex investigations (e.g. expert witnesses)
Trading Standards Reserve	12			12	To fund trainee costs
Gypsy & Traveller Services - Site Refurbishment	128	-64		64	To be used for works at the Redbridge site.
SCS Directorate Total	9,806	-5,494	870	5,182	
Environment & Economy					
<u>Highways & Transport</u>					
Highways Winter Maintenance	18			18	
Transport	250			250	
Tourism Signs	102			102	
Area Stewardship	413			413	To manage the funding available for the Area Stewardship scheme
On Street Car Parking	1,990			1,990	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Cotswold & Malvern TP Reserve	15			15	
Grants and Contributions - Community Transport	523	-523		0	
<u>Growth & Infrastructure</u>					
Countryside Ascot Park	19			19	
Carbon Reduction	60			60	
SALIX Repayments	16			16	
Dix Pit WRC Development	13			13	
Oxfordshire Waste Partnership Joint Reserve	102			102	This reserve holds the revenue proportion of the unutilised element of the performance reward grant secured by the Oxfordshire Waste Partnership (OWP)
Dix Pit Engineering Works	567		167	734	To fund engineering work at Dix Pit waste management site
Waste Management	2,007			2,007	To fund future initiatives to minimise the potential impact of Landfill Allowance Trading Scheme fines (including the bid & planning costs of the Waste Treatment Project)
Landfill Allowance Trading Scheme	0			0	This reserve represents the value of unused Landfill Allowances under the Landfill Allowance Trading Scheme. LATS finish in 2012/13
Vehicle Renewals	65			65	To fund future replacement of vehicles

May Financial Monitoring and Business Strategy Delivery Report
CABINET - 17 July 2012
EARMARKED RESERVES

Earmarked Reserves	2012/13				Commentary
	Balance at 1 April 2012 £000	Movement		Balance at 31 March 2013 £000	
		Contributions from Reserve £000	Contributions to Reserve £000		
Capital Salaries transfer	53			53	
Property Disposal Costs	159			159	To meet disposal costs in excess of the 4% eligible to be charge against capital receipts
Developer Funding (Revenue)	237			237	To meet the costs of monitoring Section 106 agreements
West End Partnership	137			137	This reserve is to ring-fence funding relating to the West End Project
Food with Thought / QCS Cleaning	1,471			1,471	To be used to invest in the business plus a contingency for unforeseen costs
Grants and Contributions - Countryside Services	193	-12		181	Countryside Services Grants
<i>Oxfordshire Customer Services</i>					
Development Reserve	1,069	-686		383	Used to fund projects which will contribute to the business strategy
Money Management Reserve	70			70	Contingency in case of an overspend if income received is less than budget
Oxfordshire - Buckinghamshire partnership	206			206	This reserve is to ring-fence funding for the Oxfordshire & Buckinghamshire Partnership graduate teacher training programme
Customer Service Centre Reserve	1,892	-400		1,492	Project funding
Schools ICT	10	-10		0	Funding for the further development of a Learning Platform for Schools
ICT projects	1,166	-1,166		0	Used to fund the costs of major ICT projects
Grants and Contributions - Customer Service Centre	64	-64		0	Children's Workforce Development Council Grants relating to Social Care
EE Directorate Total	12,887	-2,861	167	10,193	
Chief Executive's Office					
<u>Chief Executive & Business Support</u>					
Change Fund	771	-183		588	For projects that meet criteria set by the Chief Executive for modernisation and change
Big Society Fund	163	-163		0	Balance of the 2011/12 Big Society Fund to be used in 2012/13
<u>Corporate Finance & Internal Audit</u>					
CIPFA Trainees	58			58	This provides cover for any unbudgeted CIPFA trainee costs - pay costs fluctuate according to the
FMSIS Audit	0			0	To be used for school audits
<u>Human Resources</u>					
Change Management & New Ways of Working	160	-160		0	To support the project as it continues in 2012/13
<u>Law & Governance Services</u>					
Coroner's Service	133			133	To support various projects that will be completed by 2014
Council Elections	333		129	462	This will be used for the 2013 election. In years where no County Elections take place any
Registration Service	553			553	To be used for refurbishing the Registration buildings and facilities
Cultural Services:					
Cultural Services General	133	-48	59	144	Reserve includes: Village Hall Grants £67k, Libraries reserve £10k, Museums £23k and Cultural loans £33k.

May Financial Monitoring and Business Strategy Delivery Report
CABINET - 17 July 2012
EARMARKED RESERVES

Earmarked Reserves	2012/13				Commentary
	Balance at 1 April 2012 £000	Movement		Balance at 31 March 2013 £000	
		Contributions from Reserve £000	Contributions to Reserve £000		
ICT/Digitisation projects	983	-434	132	681	To be used to update software & hardware to maintain an effective library management system.
Vehicle Renewals	179		52	231	Library vehicle renewal fund
Donations	54			54	Donations from the public to Heritage & Arts for the Museums Service and Oxford Records Office.
CEO Directorate Total	3,520	-988	372	2,904	
Corporate					
Grants and Contributions	624			624	
Insurance Reserve	3,459			3,459	
Carry Forward Reserve	8,410		1,192	9,602	
Capital Reserve	16,942		1,000	17,942	
Rolling Fund Reserve	578		1,068	1,646	
Other Reserves	-1			-1	
LABGI Reserve	435			435	
Budget Reserve - Agreed 2009	4,361	-1,020		3,341	
Efficiency Reserve	10,829	-271	6,068	16,626	
Prudential Borrowing Reserve	5,033		1,250	6,283	
Corporate Total	50,670	-1,291	10,578	59,957	
Total	117,061	-12,450	12,454	117,065	

Date	Forecast 2012/13 £m	Budget 2012/13 £m
Outturn 2011/12	13.893	13.734
County Fund Balance	13.893	13.734
Planned Contribution to Balances	2.800	2.800
Original forecast outturn position 2012/13	16.693	16.534
Additions		
Calls on balances deducted	0.000	0.000
Total calls on balances	0.000	-2.000
Automatic calls on/returns to balances	0.000	
Additional Strategic Measures	0.000	
Other items	0.000	
Net Balances	16.693	14.534
Total Gross Expenditure Budget	972.873	972.873
Balances as a % of Gross Expenditure	1.72%	1.49%
Net Balances	16.693	
Calls on balances agreed but not actioned	0.000	
Calls on balances requested in this report	0.000	
Revised Outturn position	16.693	

Consolidated Revenue Balances

Outturn 2011/12
 Less forecast year end balances as at May 2012
 Forecast movement on County Fund Balance

13.893
 -16.693
 -2.800

May Financial Monitoring and Business Strategy Delivery Report
CABINET - 17 July 2012

Ringfenced Government Grant Details - 2012/13

Directorate	Budget Book	In year Adjustments/ New Allocations reported this month	Latest Allocation
	£m		£m
<u>Children, Education & Families</u>			
Asylum UASC Fieldwork (reimbursement from Home Office)	1.243		1.243
Dedicated Schools Grant			
2012/13 Allocation	379.789	-13.185	366.604
Intensive Interventions Programme (DfE)	0.195		0.195
Music	0.704	0.027	0.731
National Citizen Service	0.000	0.184	0.184
Pupil Premium	8.689		8.689
Thriving Families - Co-ordinator funding	0.000	0.842	0.842
Thriving Families - Payment by Results	0.000	0.100	0.100
Young People Learning Agency – Sixth Form Funding	27.608		27.608
Young People Learning Agency – Special Educational Needs	0.491		0.491
Youth Justice Board	0.924	-0.051	0.873
Total Children, Education & Families	419.643	-12.083	407.560
<u>Environment & Economy</u>			
Natural England	0.229		0.229
Skills Funding Agency - Adult Education	3.820		3.820
Total Environment & Economy	4.049	0.000	4.049
Total	423.692	-12.083	411.609

May Financial Monitoring and Business Strategy Delivery Report
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Pooled Budgets

Older People, Physical Disabilities and Equipment Pool

Original Budget £m	Latest Budget £m		Forecast Variance May 2012 £m	Forecast Variance April 2012 £m	Change in Variance £m
		Council Elements			
		Older People			
32.505	34.760	Care Homes	+0.608	+0.000	+0.608
44.107	45.413	Community Support Purchasing Budget	+0.000	+0.000	+0.000
		Transfer underspend to reserves	+0.000	+0.000	+0.000
76.612	80.173	Total Older People	0.608	0.000	0.608
		Physical Disabilities			
2.622	2.622	Care Homes	+0.000	+0.000	+0.000
6.158	6.298	Community Support Purchasing Budget	+0.000	+0.000	+0.000
8.780	8.920	Total Physical Disabilities	+0.000	+0.000	+0.000
0.886	1.108	Equipment	+0.098	+0.000	+0.098
86.278	90.201	Total Council Elements	+0.706	+0.000	+0.706
		PCT Elements			
24.649	24.403	Older People	+2.210	+0.000	+2.210
6.231	6.573	Physical Disabilities	+0.008	+0.000	+0.008
0.308	0.836	Equipment	+0.034	+0.000	+0.034
31.188	31.812	Total PCT Elements	+2.252	+0.000	+2.252
117.466	122.013	Total Older People, Physical Disabilities and Equipment Pool	+2.958	+0.000	+2.958

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Pooled Budgets

Learning Disabilities Pool

Original Budget £m	Latest Budget £m		Forecast Variance May 2012 £m	Forecast Variance April 2012 £m	Change in Variance £m
		Council Elements			
50.780	49.607	Personal Budgets	-0.854	+0.000	-0.854
16.050	16.886	Other Services	+0.011	+0.000	+0.011
66.830	66.493	Total Council Elements	-0.843	+0.000	-0.843
12.346	12.424	Total PCT Elements	-0.157	+0.000	-0.157
79.176	78.917	Total Learning Disabilities Pool	-1.000	+0.000	-1.000

May Financial Monitoring & Business Strategy Delivery Report
CABINET 17 July 2012
Oxfordshire County Council's Treasury Management Lending List

as at 27 June 2012

Counterparty Name	Lending Limits			
	Standard Limit £	Group Limit £	Group	Period Limit
<u>PENSION FUND Call Accounts / Money Market Funds</u>				
Santander UK plc - PF A/c	50% Pension Fund Portfolio			O/N
Lloyds TSB Bank plc - Callable Deposit A/c (OXFORDCCPEN)	50% Pension Fund Portfolio			O/N
Royal Bank of Scotland Liquidity Select A/c	50% Pension Fund Portfolio			O/N
Ignis Sterling Liquidity Fund - (Pension Fund)	50% Pension Fund Portfolio			6 mths
<u>Call Accounts / Money Market Funds</u>				
Santander UK plc - Main A/c	5,000,000	5,000,000	a	O/N
Lloyds TSB Bank plc - Callable Deposit A/c	10,000,000	10,000,000	b	O/N
Royal Bank of Scotland - Call A/c	10,000,000			O/N
Goldman Sachs Sterling Liquid Reserves Fund	25,000,000			6 mths
Deutsche Managed Sterling Fund	25,000,000			6 mths
Prime Rate	9,000,000			6 mths
Ignis Sterling Liquidity Fund - (County Council)	25,000,000			6 mths
Legal and General Investment Management	25,000,000			6 mths
<u>Money Market Deposits</u>				
Santander UK plc Time Deposit Facility	5,000,000	5,000,000	a	O/N
Bank of Montreal	25,000,000			3 mths
Bank of Nova Scotia	25,000,000			3 mths
Barclays Bank Plc	15,000,000			3 mths
Canadian Imperial Bank of Commerce	25,000,000			6 mths
Commonwealth Bank of Australia	25,000,000			6 mths
Debt Management Account Deposit Facility	100% Portfolio			6 mths
English, Welsh and Scottish Local Authorities (limit applies to individual authorities)	25,000,000			3 years
HSBC Bank plc	25,000,000			6 mths
JP Morgan Chase Bank	15,000,000			3 mths
Lloyds TSB Bank plc	10,000,000	10,000,000	b	O/N
National Australia Bank	25,000,000			6 mths
National Bank of Canada	10,000,000			6 mths
Nationwide Building Society	15,000,000			3 mths
Royal Bank of Canada	25,000,000			3 mths
Royal Bank of Scotland	10,000,000			O/N
Standard Chartered Bank	25,000,000			3 mths
Toronto-Dominion Bank	25,000,000			6 mths

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Summary

Directorate	Latest Approved Capital Programme (Council February 2012)				Latest Forecast				Variation				Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2012)		
	Forecast Outturn £'000s	Current Year £'000s	Future Years £'000s	Total £'000s	Actual Outturn £'000s	Current Year £'000s	Future Years £'000s	Total £'000s	Outturn £'000s	Current Year £'000s	Future Years £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	Current Year £'000s	Variation £'000s	Use of Resources Variation %
Children, Education & Families 1 OCC	30,948	20,102	118,229	169,279	31,764	20,886	117,132	169,782	816	784	-1,097	503	-164	7,253	-1%	34%	20,102	784	4%
Social & Community Services	3,643	3,041	19,932	26,616	3,076	3,391	20,129	26,596	-567	350	197	-20	182	1,588	5%	52%	3,041	350	12%
Environment & Economy 1 - Transport	25,557	24,115	79,354	129,026	22,840	23,157	68,083	114,080	-2,717	-958	-11,271	-14,946	-826	4,257	-4%	15%	24,115	-958	-4%
Environment & Economy 2 - Other Property Development Programmes	3,201	2,314	27,737	33,252	3,202	1,749	28,245	33,196	1	-565	508	-56	-178	82	-10%	-5%	2,314	-565	-24%
Chief Executive's Office	690	835	1,740	3,265	727	956	1,781	3,464	37	121	41	199	105	409	11%	54%	835	121	14%
Total Directorate Programmes	64,039	50,407	246,992	361,438	61,609	50,139	235,370	347,118	-2,430	-268	-11,622	-14,320	-881	13,589	-2%	25%	50,407	-268	-1%
Schools Local Capital	8,087	5,155	7,148	20,390	6,588	5,063	8,966	20,617	-1,499	-92	1,818	227	0	0	0%	0%	5,155	-92	-2%
Earmarked Reserves	0	70	54,048	54,118	0	0	62,606	62,606	0	-70	8,558	8,488					70	-70	-100%
OVERALL TOTAL	72,126	55,632	308,188	435,946	68,197	55,202	306,942	430,341	-3,929	-430	-1,246	-5,605	-881	13,589	-2%	23%	55,632	-430	-1%

Financial Monitoring Report May 2012 (Cabinet July 2012)

Capital Programme 2012/13 to 2016/17

In-year Expenditure Forecast Variations

Project/ Programme Name	Previous 2012/13 Forecast * £'000s	Revised 2012/13 Forecast £'000s	Variation £'000s	Comments
Children, Education & Families Existing Demographic Pupil Provision (Basic Needs Programme)	4,279	2,779	-1,500	Projects being developed. Draw down of individual budget provision for these basic need projects.
11/12 Basic Need Programme Completions	161	148	-13	
Oxford, St Nicholas - Phase 2 (ED788)	0	405	405	
Wood Eaton - Modular Classroom (ED791)	0	200	200	
West Oxford - Modular & Internals (ED790)	0	15	15	
Yarnton, William Fletcher - Phase 2 (ED799)	0	499	499	
Oxford, New Marston - Phase 3 (ED797)	0	389	389	
Schools Energy Reduction Programme	500	740	240	
North Leigh - Temporary Classroom	0	56	56	
Other small changes	0	56	493	
CE&F TOTAL IN-YEAR VARIATION			784	
Schools Local Capital Devolved Formula Capital	5,155	5,063	-92	
SCHOOLS TOTAL IN-YEAR VARIATION			-92	
Social & Community Services Redbridge Hollow Phase 2 (SS106)	344	695	351	On-site. Forecast completion June 2012. Variation reflects slippage from 2011/12.
Other small changes			-1	
S&CS TOTAL IN-YEAR VARIATION			350	
Environment & Economy (Excluding Transport) Energy Strategy Implementation (Street Lighting Pilot) Conditional Approval	300	0	-300	Re-profiled
Energy Conservation (Prudentially funded)	330	-9	-339	Transfer of £2240k to CEF Schools Energy Reduction Programme and £2246k towards Matthew Arnold implemented.
Other small changes			74	
E&E (EXCLUDING TRANSPORT) TOTAL IN-YEAR VARIATION			-565	
Highways & Transport Cogges Link Road	600	0	-600	Scheme removed following the Secretary of State for Transport's decision on this development.
Didcot Station Forecourt	1,940	1,534	-406	Re-profiled as a result of delays in 2011/12.
A4130 Bix dual carriageway	570	180	-390	Re-profiled - project development in 2012/13.
Rural Roads Surface Dressing & Treatments	0	500	500	New inclusion - programme of works approved to spend the £1m revenue contribution for rural roads agreed in the 2012/13 budget.
Other small changes			-62	
TRANSPORT TOTAL IN-YEAR VARIATION			-958	
Chief Executive's Office Abingdon Town Council (CS10)	100	200	100	Delivered by Abingdon Town Council. Building complete April 2012.
Other small changes			21	
CEO TOTAL IN-YEAR VARIATION			121	
CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION			-360	

* As approved by Council 10 February 2012

Financial Monitoring Report May 2012 (Cabinet July 2012)

Capital Programme 2012/13 to 2016/17

New Schemes and Budget Changes

Project/ Programme Name	Previous Total Budget * £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
Children, Education & Families				
Existing Demographic Pupil Provision (Basic Needs Programme)	24,155	22,440	-1,715	
11/12 Basic Need Programme Completions Oxford, St Nicholas - Phase 2 (ED788)	2,012	2,020	8	} Projects being developed. Draw down of individual budget provision for these basic need projects.
Woodcoteon - Modular Classroom (ED791)	0	515	515	
West Oxford - Modular & Internals (ED790)	0	225	225	
Yarnton, William Fletcher - Phase 2 (ED799)	0	150	150	
Oxford, New Marston - Phase 3 (ED797)	0	540	540	
Schools Access Initiative	3,166	425	425	
Health & Safety - CERF	250	3,061	-105	Underpend of £0.105m from 11/12 returned back to Capital Programme.
Health & Safety - Schools	2,400	74	-176	Programme being delivered within the Schools Structural Maintenance programme from 2012/13. In 11/12 £0.200m returned to capital programme. Includes budget provision for Great Tew ED808 to be transferred to the school.
School Structural Maintenance (inc Health & Safety)	29,779	2,304	-96	Underpend of £0.096m from 11/12 returned back to Capital Programme.
Schools Energy Reduction Programme	3,500	29,583	-196	Future years are subject to confirmation of the level of capital maintenance grant and priority approval. Includes £375k from Energy programme for Biomass projects. Underspend of £0.196m from 11/12 returned back to Capital Programme.
North Leigh - Temporary Classroom	0	3,740	240	New inclusion as part of the S&RP process. Transfer of £240k from Energy Efficiency Programme.
Other small changes	0	56	56	New inclusion.
632				
CE&F TOTAL PROGRAMME SIZE VARIATION			503	
Schools Local Capital				
Devolved Formula Capital	19,003	19,247	244	
Previous School Programmes	6,962	6,945	-17	
SCHOOLS TOTAL PROGRAMME SIZE VARIATION			227	
Social & Community Services				
Other small changes	539	519	-20	
S&CS TOTAL PROGRAMME SIZE VARIATION			-20	
Environment & Economy (Excluding Transport)				
Energy Conservation (Prudentially funded)	1,410	1,126	-284	Transfer of £240k to CEF Schools Energy Reduction Programme and £246k towards Matthew Arnold implemented.
Health & Safety (Non-Schools)	144	372	228	Capitalised revenue funded works.
E&E (EXCLUDING TRANSPORT) TOTAL PROGRAMME SIZE VARIATION			-56	
Highways & Transport				
Rural Roads Surface Dressing & Treatments	0	1,000	1,000	New inclusion - programme of works approved to spend the £1m revenue contribution for rural roads agreed in the 2012/13 budget.
Cogges Link Road	16,721	317	-16,404	Scheme removed following the Secretary of State for Transport's decision on this development.
hinksey Hill Interchange	250	396	146	Increased cost.
Oxford City Fiddlers Island Bridge & Cycle Measure	0	345	345	Funded by S106.
Carriageway Schemes (non-principal roads)	25,675	25,192	-483	} Overall £0.144m returned to the capital programme from the structural maintenance programme.
Footway Schemes	8,761	8,732	-29	
Surface Treatments	23,471	24,028	557	
Bridges	6,483	6,294	-189	
Other small changes			111	
TRANSPORT TOTAL PROGRAMME SIZE VARIATION			-14,946	
Chief Executive's Office				
Other small changes			199	
CEO TOTAL PROGRAMME SIZE VARIATION			199	
CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION			-14,093	

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CAPITAL PROGRAMME: 2012 / 13 TO 2016 / 17 - MAY 2012 (CABINET 17 JULY 2012)

Programme							CAPITAL INVESTMENT TOTAL £'000s
	Current Year	Firm Programme	Provisional Programme				
	2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	
Children, Education & Families 1 - OCC	20,886	41,569	47,976	20,775	6,812	0	138,018
Children, Education & Families 2 - Schools Local Capital	5,063	3,881	1,695	1,695	1,695	0	14,029
Social & Community Services	3,391	12,846	3,610	2,370	1,303	0	23,520
Environment & Economy 1 - Transport	23,157	26,638	17,882	11,135	12,428	0	91,240
Environment & Economy 2 - Other Property Development Programmes	1,749	16,279	6,708	3,950	1,308	0	29,994
Chief Executive's Office	956	706	575	500	0	0	2,737
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE	55,202	101,919	78,446	40,425	23,546	0	299,538
Earmarked Reserves	0	10,578	11,750	12,188	28,090	0	62,606
TOTAL ESTIMATED CAPITAL PROGRAMME	55,202	112,497	90,196	52,613	51,636	0	362,144
TOTAL ESTIMATED PROGRAMME RESOURCES	62,178	102,471	74,739	49,799	46,798	0	335,985
In-Year Shortfall (-) / Surplus (+)	6,976	-10,026	-15,457	-2,814	-4,838	0	-26,159
Cumulative Shortfall (-) / Surplus (+)	26,362	33,338	23,312	7,855	5,041	203	203

CAPITAL PROGRAMME: 2012 / 13 TO 2016 / 17 - MAY 2012 (CABINET 17 JULY 2012)

SOURCES OF FUNDING	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	CAPITAL RESOURCES TOTAL £'000s
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
SCE(R) Formulaic Capital Allocations - Credit Approval	0	0	0	0	0	0	0
SCE(C) Formulaic Capital Allocations - Grant	37,372	48,326	33,340	31,490	32,166	0	182,694
SCE(R) Supplementary Credit Approval	0	0	0	0	0	0	0
SCE(C) Supplementary Grant Approval	209	2,227	575	0	0	0	3,011
Devolved Formula Capital- Grant	5,063	3,881	1,695	1,695	1,695	0	14,029
Prudential Borrowing	2,144	17,277	7,040	1,440	8,119	0	36,020
Grants	3,291	9,554	3,000	0	65	0	15,910
Developer Contributions	5,216	13,466	28,680	14,262	1,074	0	62,698
District Council Contributions	737	70	5	0	0	0	812
Other External Funding Contributions	217	451	128	0	0	0	796
Revenue Contributions	793	1,261	276	240	84	0	2,654
Schools Contributions	160	0	0	0	0	0	160
Use of Capital Receipts	0	15,984	4,042	672	3,595	0	24,293
Use of Capital Reserves	0	0	11,415	2,814	4,838	0	19,067
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED	55,202	112,497	90,196	52,613	51,636	0	362,144
TOTAL ESTIMATED PROGRAMME RESOURCES AVAILABLE	62,178	102,471	74,739	49,799	46,798	0	335,985
Usable Capital Receipts C/Fwd	9,420	14,068	4,042	0	0	0	0
Capital Reserve C/Fwd	16,942	19,270	19,270	7,855	5,041	203	203

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Primary Capital Programme										
Oxford, Wood Farm - replacement of existing buildings (ED749)	6,037	3,400	2,678	600	0	0	0	12,715	6,678	3,278
Banbury, The Grange - 6 classroom block to replace temporary classrooms (ED739/1)	1,071	540	39	0	0	0	0	1,650	579	39
Bayards (New Scheme) - replacement of existing buildings and additional space to meet basic need	80	300	3,300	2,570	350	0	0	6,600	6,520	6,220
Primary Capital Programme Total	7,188	4,240	6,017	3,170	350	0	0	20,965	13,777	9,537
Secondary Capital Programme										
Wantage, Fitzwaryn - Phase 2 (Modernisation & new Post 16 accommodation) (ED715)	2,312	650	123	0	0	0	0	3,085	773	123
Secondary Capital Programme Total	2,312	650	123	0	0	0	0	3,085	773	123
Academy Programme										
Oxford Academy (ED678)	33,418	149	100	0	0	0	0	33,667	249	100
Oxford Spires Academy	52	100	5,000	3,000	98	0	0	8,250	8,198	8,098
Academy Total	33,470	249	5,100	3,000	98	0	0	41,917	8,447	8,198

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Provision of School Places (Basic Need)										
Existing Demographic Pupil Provision (Basic Needs Programme)	403	2,779	7,775	5,700	5,170	613	0	22,440	22,037	19,258
11/12 Basic Need Programme Completions	1,878	148	37	0	-43	0	0	2,020	142	-6
Reducing Out of County Provision for SEN Pupils	38	200	3,150	362	0	0	0	3,750	3,712	3,512
Wantage, Charlton - Phase 2 Foundation & Studio (ED787)	289	870	137	0	0	0	0	1,296	1,007	137
Oxford, Windale - Phase 2 (ED792)	189	540	71	0	0	0	0	800	611	71
Oxford, St Nicholas - Phase 2 (ED788)	78	405	32	0	0	0	0	515	437	32
Woodeaton - Modular Classroom (ED791)	15	200	10	0	0	0	0	225	210	10
West Oxford - Modular & Internals (ED790)	119	15	16	0	0	0	0	150	31	16
Yarnton, William Fletcher - Phase 2 (ED799)	19	499	22	0	0	0	0	540	521	22
Oxford, New Marston - Phase 3 (ED797)	11	389	25	0	0	0	0	425	414	25
Provision of School Places Total	3,039	6,045	11,275	6,062	5,127	613	0	32,161	29,122	23,077

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Growth Portfolio - New Schools										
South Oxfordshire										
Didcot, Great Western Park - Primary 1 (14 classroom)	0	50	3,275	2,954	225	0	0	6,504	6,504	6,454
Didcot, Great Western Park - Secondary (Phase 1)	0	100	1,600	9,838	4,700	0	0	16,238	16,238	16,138
Cherwell										
Bodicote, Bankside - 10 classroom	0	50	200	3,000	1,000	238	0	4,488	4,488	4,438
Bicester, Gavray Drive - 7 classroom	133	20	75	3,000	555	0	0	3,783	3,650	3,630
Bicester - Secondary P1 (incl existing schools)	0	100	550	6,000	3,350	303	0	10,303	10,303	10,203
Bicester, South West - 14 classroom	11	260	5,000	339	0	0	0	5,610	5,599	5,339
Upper Heyford - New Primary School	0	45	400	4,253	0	0	0	4,698	4,698	4,653
Growth Portfolio Total	144	625	11,100	29,384	9,830	541	0	51,624	51,480	50,855
Improvements to Young People's Centres										
Young People's Centres Total	0	0	0	0	0	0	0	0	0	0

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Annual Programmes										
Schools Access Initiative	861	500	500	400	400	400	0	3,061	2,200	1,700
Health & Safety - CE&F	30	44	0	0	0	0	0	74	44	0
Health & Safety - Schools	304	400	400	400	400	400	0	2,304	2,000	1,600
Temporary Classrooms - Replacement & Removal	263	300	330	330	330	310	0	1,863	1,600	1,300
Schools Accommodation Intervention & Support Programme	59	100	200	150	150	190	0	849	790	690
School Structural Maintenance (inc Health & Safety)	7,642	5,941	5,250	4,250	3,250	3,250	0	29,583	21,941	16,000
Schools Energy Reduction Programme	0	740	750	750	750	750	0	3,740	3,740	3,000
Annual Programmes Total	9,159	8,025	7,430	6,280	5,280	5,300	0	41,474	32,315	24,290
Other Schemes & Programmes										
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	90	90	90	90	293	0	900	653	563
Great Tew (Contribution) Conditional Approval	0	100	0	0	0	0	0	100	100	0
North Leigh - Temporary Classroom	0	56	0	0	0	0	0	56	56	0
Small Projects	1,260	65	0	0	0	0	0	1,325	65	0
Other Schemes & Programmes Total	1,507	311	90	90	90	293	0	2,381	874	563

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<u>Retentions & Oxford City Schools Reorganisation</u>										
Retentions & OSCR	6,669	741	434	-10	0	65	0	7,899	1,230	489
Retentions & OSCR Total	6,669	741	434	-10	0	65	0	7,899	1,230	489
<u>Schools Capital</u>										
Devolved Formula Capital	5,218	5,063	3,881	1,695	1,695	1,695	0	19,247	14,029	8,966
School Local Capital Programme Total	5,218	5,063	3,881	1,695	1,695	1,695	0	19,247	14,029	8,966
CE&F CAPITAL PROGRAMME EXPENDITURE TOTAL (including schools local spend)	68,706	25,949	45,450	49,671	22,470	8,507	0	220,753	152,047	126,098

SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme	Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	£'000s	£'000s	£'000s	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
				£'000s	£'000s	£'000s	£'000s			
COMMUNITY SAFETY PROGRAMME										
<u>Fire & Rescue Service</u>										
Bicester Fire Station Upgrade (SC108)	287	130	83	0	0	0	0	500	213	83
Fire Equipment	0	75	275	150	0	0	0	500	500	425
Upgrade Fire Command & Control Centre (conditional approval)	0	25	500	600	25	0	0	1,150	1,150	1,125
<u>Gypsy & Travellers Sites</u>										
Redbridge Hollow Phase 2 (SS106)	957	695	41	0	0	0	0	1,693	736	41
COMMUNITY SAFETY PROGRAMME TOTAL	1,244	925	899	750	25	0	0	3,843	2,599	1,674
SOCIAL CARE FOR ADULTS PROGRAMME										
<u>Mental Health</u>										
Mental Health Projects	631	77	0	0	0	0	0	708	77	0
<u>Residential</u>										
HOPs Phase 1- New Builds	0	0	9,553	0	0	0	0	9,553	9,553	9,553
<u>Specialist Housing Programme (inc ECH - New Schemes & Adaptations to Existing Properties)</u>										
ECH - New Schemes & Adaptations to Existing Properties	417	461	1,793	2,700	2,175	1,029	0	8,575	8,158	7,697
ECH - Greater Leys (SS105)	400	400	210	0	0	0	0	1,010	610	210
ECH - Shotover (SS104)	600	600	0	0	0	0	0	1,200	600	0
<u>Day Centres</u>										
Banbury Day Centre (SS97)	11	540	99	0	0	0	0	650	639	99
Deferred Interest Loans (CSDP)	142	150	160	160	170	274	0	1,056	914	764
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	2,201	2,228	11,815	2,860	2,345	1,303	0	22,752	20,551	18,323

SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
STRATEGY AND TRANSFORMATION PROGRAMME										
New Adult Services System (SC107)	297	195	33	0	0	0	0	525	228	33
STRATEGY & TRANSFORMATION PROGRAMME TOTAL	297	195	33	0	0	0	0	525	228	33
Retentions & Minor Works	377	43	99	0	0	0	0	519	142	99
S&CS CAPITAL PROGRAMME EXPENDITURE TOTAL	4,119	3,391	12,846	3,610	2,370	1,303	0	27,639	23,520	20,129

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme	Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	£'000s	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
<u>NETWORK DEVELOPMENT PROGRAMME</u>										
Thornhill Park & Ride Extensions	555	3,101	843	0	0	0	0	4,499	3,944	843
London Road Bus Lane	0	0	1,000	0	0	0	0	1,000	1,000	1,000
Kennington Roundabout	10	250	2,240	0	0	0	0	2,500	2,490	2,240
Hinksey Hill Interchange	89	154	153	0	0	0	0	396	307	153
NETWORK DEVELOPMENT PROGRAMME TOTAL	654	3,505	4,236	0	0	0	0	8,395	7,741	4,236
<u>ROAD SAFETY PROGRAMME</u>										
Speed Limit Review	110	5	0	0	0	0	0	115	5	0
Other Small & Completed Road Safety Schemes	113	9	0	0	0	0	0	122	9	0
ROAD SAFETY PROGRAMME TOTAL	223	14	0	0	0	0	0	237	14	0
<u>OXFORD TRANSPORT STRATEGY PROGRAMME</u>										
Fairfax Rd/Purcell Rd Cycle Link	7	49	129	0	0	0	0	185	178	129
New Headington Transport Improvements	439	98	0	0	0	0	0	537	98	0

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
TRANSFORM OXFORD PROGRAMME										
Frideswide Square	385	142	1,550	1,623	0	0	0	3,700	3,315	3,173
Other Small & Completed OTS schemes	5,949	410	0	0	0	0	0	6,359	410	0
OXFORD TRANSPORT STRATEGY PROGRAMME TOTAL	6,780	699	1,679	1,623	0	0	0	10,781	4,001	3,302
TOWNS PROGRAMME										
LARGER TOWNS										
ABINGDON										
BANBURY										
Hanwell Fields Mineral Railway	100	50	0	0	0	0	0	150	50	0
Banbury: Higham Way Access Road	29	180	0	0	0	0	0	209	180	0
BICESTER										
WITNEY										
Other Small & Completed Witney Schemes	136	64	50	0	0	0	0	250	114	50

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme	Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	£'000s	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
<u>SCIENCE VALE UK (SVUK)</u>										
SVUK Highway Schemes (project development)	228	254	5	0	0	0	0	487	259	5
Other Small & Completed SVUK Schemes	9	36	0	0	0	0	0	45	36	0
<u>SMALLER TOWNS</u>										
Chipping Norton, Oxford Road Crossing Improvements	65	65	0	0	0	0	0	130	65	0
Showell Farm Junction Improvements	0	4	0	0	0	0	0	4	4	0
A44 Crossing, Yarnton	6	209	0	0	0	0	0	215	209	0
Other Small & Completed Smaller Towns Schemes	169	68	0	0	0	0	0	406	68	0
<u>RURAL AREAS</u>										
Other Small & Completed Rural Areas Schemes	60	74	0	0	0	0	0	60	74	0
TOWNS PROGRAMME TOTAL	802	1,004	55	0	0	0	0	1,861	1,059	55

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<u>PUBLIC TRANSPORT PROGRAMME</u>										
Didcot Station Forecourt	1,887	1,534	2,250	1,019	0	0	0	6,690	4,803	3,269
SVUK Premium Routes	55	75	0	0	0	0	0	130	75	0
Other Small & Completed Public Transport Schemes	52	26	0	0	0	0	0	52	26	0
PUBLIC TRANSPORT PROGRAMME TOTAL	1,994	1,635	2,250	1,019	0	0	0	6,898	4,904	3,269
<u>TRAVEL BEHAVIOUR</u>										
Smarter Choices (BWTS)	16	28	0	0	0	0	0	44	28	0
TRAVEL BEHAVIOUR PROGRAMME TOTAL	16	28	0	0	0	0	0	44	28	0
LTP1 Schemes	57	0	132	0	0	0	0	189	132	132
Integrated Transport Future Programme- LTP3	0	629	1,139	1,130	900	900	0	4,698	4,698	4,069
OTHER INTEGRATED TRANSPORT TOTAL	57	629	1,271	1,130	900	900	0	4,887	4,830	4,201
INTEGRATED TRANSPORT STRATEGY TOTAL	10,526	7,514	9,491	3,772	900	900	0	33,103	22,577	15,063

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme	Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
				2012 / 13	2013 / 14	2014 / 15	2015 / 16			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
STRUCTURAL MAINTENANCE PROGRAMME										
Carriageway Schemes (non-principal roads)	7,981	4,130	4,051	3,151	2,249	3,630	0	25,192	17,211	13,081
Footway Schemes	1,682	1,750	1,350	1,350	1,300	1,300	0	8,732	7,050	5,300
Surface Treatments	5,087	4,036	3,850	3,900	3,330	3,825	0	24,028	18,941	14,905
Street Lighting Column Replacement	500	500	500	500	500	500	0	3,000	2,500	2,000
Drainage	1,286	1,100	1,100	950	950	859	0	6,245	4,959	3,859
Bridges	916	1,723	1,010	965	880	800	0	6,294	5,378	3,655
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	17,452	13,239	11,861	10,816	9,209	10,914	0	73,491	56,039	42,800
Bridges - Major Schemes										
Potash Bridge	552	444	0	0	0	0	0	996	444	0
Detrunked & Principal Roads - Major Schemes										
A422 Ruscote Avenue, Banbury	803	59	0	0	0	0	0	862	59	0
A4158 Oxford Iffley Road (Phase 2)	408	584	0	0	0	0	0	992	584	0
Thames Towpath Reconstruction (Sonning Eye, Goring, Farmoor)	58	357	50	0	0	0	0	465	407	50
A4130 Bix dual carriageway	0	180	4,320	430	0	0	0	4,930	4,930	4,750
A420 Shrivenham Bypass	0	180	150	2,728	362	0	0	3,420	3,420	3,240

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme	Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	£'000s	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
A420/A34 Slip Road	0	0	36	36	564	514	0	1,150	1,150	1,150
A415 Clifton Hampden	0	0	130	0	0	0	0	130	130	130
Public Rights of Way Foot Bridges - Replacement & Repairs Programme	0	100	100	100	100	100	0	500	500	400
Rural Roads Surface Dressing & Treatments	0	500	500	0	0	0	0	1,000	1,000	500
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	1,821	2,404	5,286	3,294	1,026	614	0	14,445	12,624	10,220
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	19,273	15,643	17,147	14,110	10,235	11,528	0	87,936	68,663	53,020
HIGHWAYS & TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	29,799	23,157	26,638	17,882	11,135	12,428	0	121,039	91,240	68,083

ENVIRONMENT & ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT) - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<u>ASSET STRATEGY IMPLEMENTATION PROGRAMMES</u>										
Asset Strategy Implementation Programme	4	300	2,850	1,175	523	0	0	4,852	4,848	4,548
Cricket Road Centre Closure (including Unipart House works)	96	52	0	0	0	0	0	148	52	0
ASSET STRATEGY IMPLEMENTATION PROGRAMME TOTAL	100	352	2,850	1,175	523	0	0	5,000	4,900	4,548
<u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u>										
Energy Conservation (Prudentially funded)	1,135	-9	0	0	0	0	0	1,126	-9	0
SALIX Energy Programme	991	248	239	259	240	84	0	2,061	1,070	822
Energy Strategy Implementation (Street Lighting Pilot) Conditional Approval	0	0	300	300	300	600	0	1,500	1,500	1,500
Energy Strategy Implementation (Non-Schools)	0	173	200	400	600	600	0	1,973	1,973	1,800
Energy Tax Reduction Programme (Street Lighting)	57	0	0	0	63	0	0	120	63	63
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	2,183	412	739	959	1,203	1,284	0	6,780	4,597	4,185

ENVIRONMENT & ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT) - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<u>ANNUAL PROPERTY PROGRAMMES</u>										
Minor Works Programme	271	300	229	200	200	0	0	1,200	929	629
Health & Safety (Non-Schools)	252	24	24	24	24	24	0	372	120	96
ANNUAL PROPERTY PROGRAMMES TOTAL	523	324	253	224	224	24	0	1,572	1,049	725
<u>WASTE MANAGEMENT PROGRAMME</u>										
Kidlington WRC	201	150	2,549	100	0	0	0	3,000	2,799	2,649
Alkerton WRC	0	200	1,300	250	0	0	0	1,750	1,750	1,550
Oxford Waste Partnership PRG Allocation	413	0	157	0	0	0	0	570	157	157
WASTE MANAGEMENT PROGRAMME TOTAL	614	350	4,006	350	0	0	0	5,320	4,706	4,356
<u>CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES</u>										
Broadband (OxOnline) Project	0	50	7,810	4,000	2,000	0	0	13,860	13,860	13,810
Non-Schools Property Structural Maintenance Programme	0	100	500	0	0	0	0	600	600	500
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	0	150	8,310	4,000	2,000	0	0	14,460	14,460	14,310
<u>RETENTIONS</u>										
Retentions (completed schemes)	46,773	161	121	0	0	0	0	47,055	282	121
ENVIRONMENT & ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL	50,193	1,749	16,279	6,708	3,950	1,308	0	89,513	29,994	28,245

CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME - MAY 2012 (CABINET 17 JULY 2012)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme 2013 / 14 £'000s	Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
				2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
COMMUNITY SERVICES PROGRAMME										
<u>Libraries</u>										
Introduction of RFID (Radio frequency identification) self service in Libraries - Phase 1 (CS9)	1,064	55	141	0	0	0	0	1,260	196	141
Introduction of RFID (Radio frequency identification) self service in Libraries- Phase 2 (CS11)	0	500	465	0	0	0	0	965	965	465
Bicester Library	0	25	100	575	500	0	0	1,200	1,200	1,175
County Heritage & Arts Abingdon Town Council (CS10)	100	200	0	0	0	0	0	300	200	0
COMMUNITY SERVICES PROGRAMME TOTAL	1,164	780	706	575	500	0	0	3,725	2,561	1,781
<u>Partnerships</u>										
Grants to Voluntary & Community Groups	134	41	0	0	0	0	0	175	41	0
Big Society Fund	239	135	0	0	0	0	0	374	135	0
PARTNERSHIPS PROGRAMME TOTAL	373	176	0	0	0	0	0	549	176	0
CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME EXPENDITURE TOTAL										
	1,537	956	706	575	500	0	0	4,274	2,737	1,781

Capital Programme 2012/13 to 2016/17

Grant bids and allocations not yet included in the Capital Programme

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	Children, Education & Families Performance Reward Grant	3	Individual Service Target Areas	38	
	Social & Community Services				
	Sub-Total Social & Community Services			0	
(2)	Environmental & Economy Bicester Eco Town	2	Public transport improvements will include a pedestrian-only route from Bicester North station to the town centre with enhanced railway crossing facilities for walkers and cyclists and extended bus routes with the provision of real time travel information.	TBC	TBC
(3)	Banbury Connect 2	2	BIG Lottery funding secured by Sustrans for a cycle/pedestrian link over the Oxford Canal to connect the Bankside area of Banbury with Bridge Street. Also £100k developer funding. (British Waterways are carrying out a linked £150k scheme including £50k lottery funding.)	150	2012/13
(4)	Performance Reward Grant	2	Public Service Board agreed an allocation to the County Council for Broadband.	96	2012/13
(5)	Performance Reward Grant	2	Public Service Board agreed an allocation to the County Council for Adult Skills.	145	2012/13
	Sub-Total Environmental & Economy			391	
(6)	Chief Executive's Office New Homes Bonus	2	New unringfenced revenue grant allocation. To be included within the Rolling Fund.	1,559	2011/12 & 2012/13
	Subtotal Chief Executive's Office			1,559	
	Total			1,988	

Key:

- 1 Grant bids or allocations waiting approval or confirmation from funding authorities
- 2 Secured new resources waiting programme of work approval
- 3 Funding to be allocated against viable projects

Capital Programme 2012/13 to 2016/17**Transport Developer Contributions - Agreements with restricted use not yet included in the Capital Programme**

This appendix shows the available developer funding for specific purposes where a scheme is not yet included in the capital When an initial assessment and costing of a scheme has been carried out, if the cost is within the funding available the scheme will be brought into the Capital Programme.

If the cost is greater than the available funding and the scheme is to be progressed, approval to allocate additional flexible resources will be sought.

Inclusion into the programme will be reported as part of the monthly Financial Monitoring Report to the Cabinet.

	Estimate of Spend 11/12	Estimate of Spend 12/13	Expenditure 13/14 Onwards
OXFORD			
Oxford, Traffic calming in Sandford			
Oxford, Henley Ave Cornwallis rd - junction improvements		£27,000	
Oxford, Oxpens Rd Osney Lane West junction		£17,000	
Oxford, Banbury Rd / Marston Ferry Rd - minor safety realignments		£14,000	
ABINGDON			
Abingdon, The Vineyard - traffic signal upgrade and new junction markings			
Abingdon (Marcham), Cotsdale/Abingdon Rd - new bus stops	£5,532		
Abingdon (Wootton Village) - bus shelter			
BANBURY			
Banbury, Hanwell Fields - public transport improvements		£13,465	
Banbury, Emont Way - cycling and public transport improvements		£93,465	
Banbury, Emont Way - cycling and public transport improvements		£35,218	
Banbury, Middleton Road Area - cycling and public transport improvements		£13,916	
BICESTER			
Bicester, Bicester Village - cycle route	£132,103		
BOTLEY			
Botley: Cunnor Hill - side road entry treatment	£6,542		
Botley: Elms Road - side road entry treatment		£2,628	
CARTERTON			
Carterton, Cycle Parking*	£5,000		
DIDCOT			
Didcot, Milton Rd TRO to reduce speed			
Didcot, Road/rail crossings			
Didcot, Northern Perimeter Road			£775,570
FARINGDON			
Faringdon: public transport improvements - bus stop laybys and shelters			£60,723
Faringdon, - Public Transport Service Improvements		£15,000	
HENLEY			
Henley: Walton Avenue and Harpsden Road - TRO			
Henley: Station Road and Reading Road - new bus stops and shelters	£10,000	£15,000	
Henley: Safety Measures at the junction of the A4130 and the entrance to Smiths Hospital site			
THAME			
Thame, Thame Park Road and Park Street - to ameliorate impact of additional traffic			
Thame: Rycote Lane - highway infrastructure			
Thame: Towersey Road - traffic calming		£5,269	
WALLINGFORD			
Wallingford, Wantage Road -possible enhanced crossing or speed cushions		£50,265	
WANTAGE			
Wantage / Grove, Grove St - bus shelter	£1,204		
Wantage / Grove, Portway - pedestrian crossing	£7,878		
Wantage, Grove Street -highway infrastructure including traffic calming/improvements in Grove Street		£132,446	

	Estimate of Spend 11/12	Estimate of Spend 12/13	Expenditure 13/14 Onwards
WITNEY			
Witney, Newlands - clearway marking	£2,564		
Witney, Cycle Parking - identified by the West Oxfordshire Sustainable Transport Forum.	£15,000		
Witney, Bridge Street Mill			£13,211
Witney, Bridge St or Witan Way ped crossing			£105,610
Witney, Witan Way ped crossing			£12,287
Witney, Witan Way mini roundabout			£11,012
RURAL CHERWELL			
Adderbury, - A4260 crossing improvements *		£29,381	
Amrosden - traffic management		£831	
RURAL SOUTH OXON			
Chinnor: public transport infrastructure - new bus shelters	£15,000		
Cholsey: Public transport, Honey Lane			
Sonning Common, 44 Wood Lane - loading & waiting restrictions	£6,312	£0	
Goring-on-Thames -General transport measures		£1,543	
Lewknor: The Old Inn, Postcombe - public transport infrastructure			
Watlington Road, Benson, Pelical crossing and traffic calming on the B4009			
RURAL WEST OXON			
Eynsham: Acre End Street - waiting restrictions		£2,000	
Long Hanborough: tree planting at access of former Oxford Scientific Film Studios.	£1,600		
Stanton Harcourt - traffic surveys			
Woodstock - to supplement cycle parking or public transport improvements		£373	
SCHEMES ADDED SINCE DEC 2010			
Banbury - signage review and alterations		£45,857	
Banbury - N/S Route - Sainsbury's and Hightown Junction*		£200,000	
TOTALS	£208,735	£714,657	£978,413

Capital Programme 2012/13 to 2016/17 Schemes Remaining On Hold

Appendix C

These schemes have been placed on hold under the Capital Budget Setting Process for 2012/13. However, they will be considered for entry into the programme as part of the future Service and Resource Planning rounds and if further funding becomes available.

Ref	Directorate	Project/ Programme Name	Total project cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category
1	E&E - Transport	Bicester Market square (developer contribution funded scheme)	1,000	1,000	0	5
2	S&CS	Banbury Regeneration Scheme	5,785	110	5,675	6
3	S&CS	Thame Fire Station - relocation to new site	2,300	0	2,300	6
4	S&CS	Relocation of Rewley Training Facility	600	0	600	1
TOTAL			9,685	1,110	8,575	

Priority Categories:

- Priority 1 Statutory Requirements & Infrastructure Deficit
- Priority 2 Revenue Savings & Service Transformation
- Priority 3 Substantially Externally Funded
- Priority 4 Portfolio Rationalisation
- Priority 5 Economic development & housing growth
- Priority 6 Cross-cutting, joint working, income generation

Capital Programme 2012/13 to 2016/17**NEW FUNDING STREAMS****Internal Rolling Fund**

The Cabinet agreed to establish a capital rolling fund to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth. The fund is set up as a £6.5m fund initially and its allocation will be determined by the Cabinet based on the recommendations by the Capital Investment Board in April 2012.

Growing Places Fund

The Oxfordshire Local Economic Partnership submitted a proposal for the Growing Places Fund (£6m) in December 2011. The fund will be set up as a Rolling Fund and be used to unlock stalled projects that support economic growth and to act as a catalyst for proposals that enable investment in jobs to be made by the private sector. The LEP will determine the allocation of these resources in late March 2012. The County Council will act as an accountable body for the fund and allocations will be monitored as a special annex to the Capital Programme to ensure transparency.

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Division(s):

CABINET – 17 JULY 2012

WITNEY: THE WAY FORWARD

Report by Director for Environment, Economy & Customer Services

Purpose

1. This report sets out the proposed actions following the Secretary of State's decision not to confirm the Compulsory Purchase Order and Side Roads Order for the Cogges Link Road following the Public Inquiry.
2. It sets out how the County Council will work in partnership with West Oxfordshire District Council and other key stakeholders in a programme of work that will identify an alternative approach to addressing the transport problems of Witney.

Context

3. The Secretary of State's decision in respect of the Compulsory Purchase Order and Side Roads Orders for the Cogges Link Road is very clear.
4. For the Compulsory Purchase Order to have been confirmed it was necessary to establish that there was a compelling case in the public interest and that there was no better scheme to the one proposed.
5. Following his examination of the evidence before the Public Inquiry the Inspector concluded that the need for a solution to relieve the traffic issues in Witney town centre was not disputed. However, he also concluded that as there was an alternative proposal that would have less impact and be better value for the money, he could not agree to the Compulsory Purchase Order and Side Roads Order being confirmed. He went on to conclude that the merits of the potential alternative were so strong that even if revisions were made to the Cogges Link Road scheme it would equally not have been successful.

Implications arising from the Secretary of State's Decision

6. As a consequence of the Secretary of State's decision the application for the extension of the current planning permission has been formally withdrawn, as has the application to discharge the pre-commencement conditions.
7. The County Council still has an extant planning permission for the Cogges Link Road. However, the Secretary of State's decision in respect of the Compulsory Purchase Order and Side Roads Order means that the planning permission is redundant as it cannot be fully implemented. The Director for Environment, Economy & Customer Services has therefore determined that this planning permission shall not be acted upon further.
8. Given that the County Council cannot proceed with the extant planning permission it has invited the landowners to withdraw their application for a Judicial Review of the planning case.
9. The Cogges Link Road was to have formed part of the proposals for Witney in the draft Core Strategy for West Oxfordshire. The Secretary of State's decision means that the District Council's proposals need to be reviewed before proceeding to the next stage.
10. The Inspector's report re-affirms the need for investment in the transport infrastructure of Witney, both to address the current situation and to enable planned levels of growth in the town. The County Council concur with this view and is committed to identifying and then delivering an alternative transport strategy for Witney.

Witney: Way Forward

11. Working in partnership with West Oxfordshire District Council additional technical work is being commissioned with a view to exploring the impact of potential alternative solutions. Whilst one potential alternative – the Shores Green Slip Roads – was put before the Inspector at the Public Inquiry there are others that need to be considered as part of the work required to support the development of the Core Strategy.
12. The approach being followed, developed jointly with West Oxfordshire District Council, is:
 - Beginning of July – joint technical team at officer level established
 - Mid-July – joint meeting of elected members: to review issues arising from the Secretary of State's decision and to steer technical work underway
 - Mid-July/August – technical work undertaken by joint officer team, supported by specialist consultants as required: as part of this work the team will engage with key landowners and interest groups

- September – report back from technical work and discussion with elected members on options for the Core Strategy
 - October – input into process associated with West Oxfordshire’s process for preparation of the Core Strategy: as part of which there will subsequently be a wider public consultation on the proposals being put forward for the Core Strategy
13. Initial discussions with West Oxford have indicated that the delay incurred to the Core Strategy whilst far from ideal, is manageable.
14. The delay in the Core Strategy makes it all the more important to ensure that the County Council’s approach to dealing with current and potential planning applications is supportive of the direction of travel for growth in Witney. This is particularly true with regards to proposals on the western side of Witney that are likely to be consistent with the emerging Core Strategy. Securing an appropriate package of infrastructure in support of those proposals will be of wider benefit to Witney as they are likely to form part of any future package of transport measures for the town.

Wider implications for Transport Infrastructure Planning

15. The Secretary of State’s decision may have wider implications for the way that the County Council develops transport strategies and proposals. This will be considered as part of the work associated with Local Transport Plan 3, work that is already required in order to take into account the implication of changes in national policy. This includes, but is not limited to, consideration of the implications of the publication of the National Planning Policy Framework in March 2012. Any changes required in the light of this work will be brought to Cabinet for its consideration in due course.

Financial and Staff Implications

16. Some £4.7m of developer funding might be required to be returned to the developers as it was explicitly linked to the delivery of the Cogges Link Road. The longstop date for this funding to be returned is January 2013.
17. However, all parties involved in the Public Inquiry accepted the urgent need for investment in Witney’s transport infrastructure: a view reinforced in the Inspector’s report. The County Council is committed to working with all interested parties in Witney to develop an alternative strategy that is deliverable and affordable. Such a strategy is likely to require both public and private funding in order to be delivered.
18. In this context the County Council wishes to explore the opportunity for renegotiating the use of the developer funding secured against the Cogges Link Road to the wider benefit of Witney. The work now underway would see an alternative strategy identified by the autumn: before the longstop date falls due.

19. Some £4.4m of developer funding is held by the County Council to deliver transport infrastructure in Witney, with a further £1.7m secured against other planning permissions. A further £0.5m is held against specific transport proposals in Witney, with just over £0.2m secured against other planning permissions. This funding is not explicitly linked to the Cogges Link Road and will therefore continue to be available to invest in Witney's transport infrastructure.
20. Until such time as the work on the alternative strategy for Witney has been completed the implication for the County Council's own capital programme cannot be assessed. However, the timescale associated with the work now underway will enable the implication to be considered as part of the budget setting process.
21. The additional technical work commissioned will be resourced from within existing budgets.

RECOMMENDATIONS

22. **The Cabinet is RECOMMENDED to:**
 - (a) **note the decision not to pursue the extant planning permission in light of the outcome of the Public Inquiry into the Compulsory Purchase Order and Side Roads Orders;**
 - (b) **affirm its commitment to work in partnership with West Oxfordshire District Council to develop and deliver an affordable alternative transport strategy for Witney; and**
 - (c) **instruct officers to seek to re-negotiate developer funding agreements that have an imminent longstop date so any monies held can be used to deliver transport infrastructure improvements in Witney**

HUW JONES
Director for Environment, Economy & Customer Services

Background papers: Secretary of State's decision letter dated 14th June 2012 and accompanying Inspector's report

Contact Officers: Martin Tugwell, Deputy Director, Growth and Infrastructure, (01865) 815113; Tracey Dow, Service Manager, Highways and Transport (01865) 815707

July 2012

Division(s): N/A

CABINET – 17 JULY 2012

DEVELOPING THE THRIVING FAMILIES AGENDA

Joint Report by the Director for Public Health and Director for Children's Services

Introduction

1. This paper sets out the direction of Oxfordshire's Thriving Families programme. It describes what the programme is, how it meets the requirements of the Government's Troubled Families initiative and how we intend to build on and adapt this work to meet local needs.
2. For several years, through the Family Intervention Project and the 'Breaking the Cycle of Deprivation' programme, the council has been working to help and support some of the most resource-intensive and vulnerable families in Oxfordshire.
3. The additional resources now available through the government's Troubled Families programme will be used to create a sustainable model, mainstreaming our existing approach so that by April 2015 we have fully integrated the approach within the Early Intervention Service. This will mean that the programme becomes embedded as core council business, and will ensure delivery over the longer term .

How does the Thriving Families programme build on the National 'Troubled Families' Programme?

4. The Troubled Families programme is a Coalition Government initiative led by the Department for Communities and Local Government (DCLG). It is aimed at helping some of the most challenged and disadvantaged families living in local communities to turn their lives around. The overarching aim of the national programme is to fight the problems of poverty, disadvantage and disconnection from the mainstream of society which persist down the generations and are experienced by a group of our most troubled and troubling families.
5. In Oxfordshire we have in place strong foundations and our approach to the new national initiative will be to build upon our well established Family Intervention Project and Breaking the Cycle of Deprivation programme.
6. We will give our programme the positive title 'Thriving Families' as this is what the programme aims to do – to help some of our most disadvantaged families thrive.
7. Government estimates that it spends £9 Billion per year on 120,000 of these families. £8 Billion of this is spent reacting to problems rather

than solving them. The government is therefore making available up to £4,000 per family to turn this situation around through a payments by results scheme. The payment comes in two parts, an initial 'attachment fee' for each family worked with, followed by a 'results payment' for achieving demonstrable success.

How will this build on previous work in Oxfordshire?

8. This programme builds strongly on our existing direction of travel. Previous work by Oxfordshire's Family Intervention Project demonstrated that with proper practical help and support some of the most problematic of families could be helped and supported to address their significant difficulties. In addition, formal evaluation of the Family Intervention Project demonstrated that significant savings were achievable for Oxfordshire

What principles are proposed for work in Oxfordshire?

9. We propose to take the best of the emerging national models and adapt these to work with our own local services. This approach is supported by Government. The following principles will guide our work:
 - a. By the end of the programme this approach will be integrated with existing family services in Oxfordshire to make sure it is sustainable. It is intended that by April 2015 we will have fully integrated our approach within the Early Intervention Service.
 - b. All agencies work together in a coordinated way to improve outcomes for the family and society.
 - c. The programme will work with the whole family across the whole County.
 - d. A specific worker will be the single point of contact for the family acting as lead professional supported by a team made up of multi-agency workers
 - e. A Family Worker will offer intensive, persistent support and challenge to the families with the most complex needs to achieve agreed outcomes within a specific time frame.
 - f. The programme will make best use of public resources to change the way families are worked with in order to reduce costs and improve outcomes over the longer term.
 - g. The programme takes a view that in order to achieve sustained changes within families, workers will work with them for an extended period of time and maintain contact over an extended period of time to ensure changes are sustained.

How will it work: the proposed Oxfordshire Model

10.
 - It is proposed that the programme will follow national good practice by identifying a family worker for each family.
 - These workers and their colleagues in other agencies will work alongside staff in existing Early Intervention Hubs or Children's

Centres. This will help to develop and share best practice with many of our staff.

- The service will be supported by a small senior team operating countywide.
- Staff supporting families will have a dedicated caseload and will be engaged in providing practical face to face support for families.
- Families with complex needs will have specifically appointed and trained family workers. Allocation of these workers to families will be carried out through a multi-agency allocation panel. The allocated family worker will take on the lead professional role for the family and identify the services that need to be brought together to make a difference, working creatively, intensively and persistently to make very practical interventions. Plans will be made for the whole family and for each individual.
- Families with lesser needs will be supported by a network of existing workers who will be identified as the family's key worker.
- A wide range of organisations will be involved in working with and supporting families building on existing working arrangements.
- Referrals will operate through the existing procedures in the Early Intervention Service.

How will Families in Oxfordshire be identified?

11. The national programme provides flexibility to ensure that the approach meets local needs. As well as the three nationally-set criteria below, we are also adding an additional criterion for Oxfordshire because we believe that this enables us to address the root causes of families' failure to thrive.

The national criteria are:

- 1) families which include one or more children under 18 with a proven offence in last 12 months and /or one or more member who has an antisocial behaviour order, behaviour injunction or housing related antisocial behaviour intervention in last 12 months
- 2) families which include a child who has been permanently excluded or has more than three fixed term exclusions or is in pupil referral unit or alternative education or is off-roll and/ or is a persistent absentee.
- 3) Families which include an adult on benefits

Any family that meets all three national criteria will automatically be in the programme. Note that payment by results is achieved through making a difference on these national measures rather than the locally added issue below.

The additional Oxfordshire criterion is:

- 4) families which present a high cost to services (ie those families with frequent police call outs ,child protection issues, domestic violence, substance misuse or mental health problems)

Numbers of families we will be working with

12. The national programme tells us that we are expected to achieve outcomes with 810 families. We will receive payment by results for 675 families, with European Social Funding for Families with Multiple Problems achieving outcomes for the remaining 135. In order to achieve this and to meet our own local ambitions we envisage working with between 1200 and 1400 families.
13. The government's expectations are that authorities will work with one third of each of these families per year over the three years of the programme. However in Oxfordshire we have been granted additional funding to enable us to work with 45% of families from year one.

How will this programme benefit Oxfordshire?

14. This programme is expected to benefit Oxfordshire's people in a number of ways. The families themselves will benefit from improved life chances while substantial savings are expected in the provision of public services. These benefits are outlined below.
15. Savings through more efficient use of public services
DCLG estimate that each of these families costs the taxpayer on average £75,000 per year. Oxfordshire's previous Family Intervention Programme (2009-2011) found that 43 families with high levels of need were costing, on average, £162,000 per year. This level of savings will not be replicated for all families, but the figures do give an indication of what can be achieved.
16. All of Oxfordshire will benefit.
Families will be admitted to the programme based on need wherever they live. This programme is not limited to specific localities within Oxfordshire and so the whole of the County will benefit.
17. Improving the evidence-base
Some of the resources in the programme will be used to fund high quality research into finding out which interventions really work locally to improve life chances and give the best return on investment. This will equip Oxfordshire with an array of proven interventions that can be used with confidence by all services in the future.
18. Human potential
The programme is designed to improve the lives of the families involved and to break the cycles of entrenched behaviours down the generations. Particularly important to Oxfordshire is to reduce the number families on the threshold of social care. The DFE National Evaluation of Family Intervention Projects found that one third of troubled families had child protection issues and that this number was halved by the end of the programme.

19. Developing local community initiatives

An important benefit to working with families in this way would be to connect up with existing community and neighbourhood work in the immediate area. It would also add capacity to community and neighbourhood groups and help to develop innovative working in local neighbourhoods.

What are the financial implications?

20. Funding for the programme is made up of two central government un-ringfenced grants which the Council has agreed to spend specifically on the programme. The year one allocations were confirmed by the end of May 2012. Notification of the additional year one funding will be received in writing by the end of July 2012. In addition the Council has made a contribution of £0.8m for two years from available one-off funds. It should be noted that the full funding allocation from central government will only be received if all the payment by results criteria are met.
21. The planned spend on the programme is still to be fully developed however early indications show that there will be sufficient funding over the three years to fund the planned programme and leave a positive legacy of embedding delivery over the longer term

Learning from the programme

22. We will be contributing to a national evaluation of the programme, and will also be developing a local approach, through links with either Oxford University or Oxford Brookes university.
23. In addition we have been selected by the Department of Communities and Local Government, and Louise Casey (Head of the National Troubled Families Unit) to work as a 'learning laboratory', to enable them to understand effective and best practice beyond deprived big inner city areas. We recently hosted a visit from Louise Casey who was keen to understand our approach and use the Oxfordshire approach to develop a nationally replicable model.

Conclusion

24. Oxfordshire's Thriving Families programme aims to make a real and lasting impact to the lives of some of the most vulnerable families in the County while reducing the impact on the public purse. It builds on work to break the cycle of deprivation across the whole County and takes local work on the Family Intervention Project to its next logical stage.

RECOMMENDATION

25. **The Cabinet is RECOMMENDED to note and approve the Council's response to the Government's Troubled Families initiative.**

JONATHAN McWILLIAM
Director for Public Health

JOHN LEIVERS
Director for Children's
Services

Contact Officer: Linda Caldicott, Case Conference Administrator Tel: (01865)
323374

July 2012

CABINET – 17 JULY 2012

FINAL REPORT ON THE PROPOSED EXTENSION OF AGE RANGE AT THE WARRINER SCHOOL, BLOXHAM TO INCLUDE POST-16 PROVISION

Report by Director for Children's Services

Introduction

1. This report follows a statutory notice period relating to the governing body's proposal to extend the age range of the school from its current 11-16 status to include post-16 students by establishing a Sixth Form.
2. At the meeting on 14th February 2012 the Cabinet agreed to support the governors of the school in their wish to proceed to publish a statutory notice. The report outlining the basis for this decision is attached at Annex 1.
3. The statutory notice (attached at Annex 2) was published by the governing body supported by the Local Authority in the Banbury Cake on 2nd May 2012 and expired following 4 weeks of formal consultation on 30th May 2012. In accordance with legislation the notice was also posted at the school entrances and sent to the local library. A copy of the full proposal (attached at Annex 3) and the notices were sent to the governing body and the Secretary of State and made available on the Oxfordshire County Council website.
4. The decision-making power in terms of determining the notice lies with the Cabinet or can be delegated to the Cabinet Member for Schools Improvement (if there have been no objections). In meeting as 'decision-maker' the Cabinet or Cabinet Member must have regard to government guidance and statutory timescales otherwise a decision can be referred to the independent Schools' Adjudicator for reconsideration. The decision must be made within 2 months of the close of the notice period; as a consequence, it is necessary for the Chairman of the Council to determine that the decision cannot be subject to 'call-in' as this would, in most cases, prevent a decision being finalised within the required timescale and mean that the Cabinet's role would be negated by referral to the Schools' Adjudicator.
5. As an objection in relation to the proposal have been received the decision is referred to the Cabinet. The proposed implementation date for the proposal is 1 September 2013.

The Proposal

6. The governors propose to establish a Sixth Form at The Warriner School and increase the number of sixth form student numbers slowly in order that existing staff may be trained or experienced staff recruited. The proposed pupil numbers are detailed below:

Year	7	8	9	10	11	12	13	Total
2011	211	227	226	237	223	0	0	1124
2012	228	211	227	226	237	22	0	1151
2013	228	228	211	227	226	30	20	1170
2014	228	228	228	211	227	60	20	1202
2015	228	228	228	228	211	105	40	1268
2016	228	228	228	228	228	105	90	1335

7. The Warriner School currently has a planned admission number of 228 but has the physical capacity for an admission number of 232 so this means that it currently has the capacity within its buildings to meet an initial increase in student number.
8. In September 2012 some post-16 students on roll at OCVC will be attending The Warriner School to study joint-hosted courses. From 2013 the proposal is that these students and others will be moved on to roll at The Warriner.

Representations

9. The formal representation (Statutory Notice) phase was from 2nd May 2012 to 30th May 2012 and a Statutory Notice (Annex 2) was publicly displayed at The Warriner School entrances, was also available on the OCC website and was published in The Banbury Cake newspaper on 2nd May 2012.
10. 30 representations were received of which 29 were in favour of the proposal in principle. 87% of these were from parents of pupils attending The Warriner School.
11. One representation objected to the proposal in principle. This was from the Banbury Dashwood School Federation Governing Body. The representation was almost identical in content to one this Federation made during Stage One of this proposal. It contained the Federation's view that the fragmentation of the cohort post-16 from The Warriner School was not in itself detrimental to the students' education and that there are other post-16 establishments near The Warriner School which its students currently travel to when they leave The Warriner. It states the view that there is "no evidence" that the majority of Warriner students would opt for continuity of education and the view that establishment of a Sixth Form at The Warriner is "a waste of public money". Additionally, it articulates concern over the financial effect on nearby establishments as less students may opt to travel to them for study.

12. CEF's response to this representation remains identical to its response to it during Stage One. CEF's response may be read in the attached Annex 1 paragraphs numbered 11 to 16. The Banbury Dashwood Schools Federation's objection was considered by Cabinet during Stage One and Cabinet made the decision to support the governing body's wish to publish a statutory notice.
13. As one objection in principle has been made to the proposal, the decision on whether to implement the proposal is referred to the Cabinet.

Legal background

14. School expansions are subject to statutory procedures, as established by The Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended). Local authorities also have a duty to have regard to statutory guidance, in this particular case 'Expanding a maintained mainstream school by enlargement or adding a sixth form ', ("the Guidance"). When reaching a decision, Cabinet must have regard to The Guidance. Cabinet is referred in particular to pages 19 to 40 of The Guidance.
15. In terms of reaching a decision all proposals should be considered on their merits but the following factors should be borne in mind but are not considered to be exhaustive. The Decision Maker should consider the views of all those affected by the proposals. Cabinet, as Decision Maker, must be satisfied that the statutory consultation has been carried out prior to the publication of the notice. Details of the consultation should be included in the proposals. The Decision Maker must be satisfied that the consultation meets statutory requirements. If the requirements have not been met, the Decision Maker may judge the proposals to be invalid and should consider whether they can make a decision on the proposals. Alternatively the Decision Maker may take into account the sufficiency and quality of the consultation as part of their overall judgement of the proposals as a whole.
16. **The effect on standards, school improvement and diversity.** The government aims to create a dynamic system shaped by parents that delivers excellence and equality, closing weak schools, encouraging new providers and popular schools to expand. Decision Makers should be satisfied that the proposals will contribute to raising local standards of provision and improved attainment and consider the impact on choice and diversity. They should pay particular attention to the effect on groups that tend to under-perform including children from certain ethnic minorities and deprived backgrounds. The decision-maker should consider how the proposals will help deliver the 'Every Child Matters' principles.
17. **School characteristics.** The Decision Maker should consider whether there are any sex, race or disability discrimination issues that arise and whether there is supporting evidence to support the extension and take into account the existence of capacity elsewhere. The Decision Maker needs to consider the accessibility of the provision for disadvantaged groups as the provision should not unduly extend journey times or cost.

18. **Need for places.** The Decision Maker should consider whether there is a need for the expansion and should consider the evidence presented for the expansion. There is a strong presumption that proposals to expand popular and successful schools should be approved. If surplus capacity exists in neighbouring schools the Decision Maker should ask how it is planned to tackle any consequences for other schools.
19. **Funding and land.** The Decision Maker should be satisfied that any land, premises and capital required to implement the proposals will be available.

Financial and Staff Implications

20. The financial implications of the current report are linked to the capital works that will be carried out should the proposals be approved. There are capital funds totalling £550K allocated to the school resulting from housing developments within Bloxham. These funds can be used to improve facilities for pupils generated by the new developments and could be put towards a building project to build a dedicated sixth form learning resources area that would include a common room, IT facilities and study areas. Detailed work to identify a scheme to this budget has taken place and the procurement of the new capital assets will be the responsibility of the school Governing Body. In addition, the school has the option to accommodate the initial small Sixth Form numbers within the existing school buildings initially until capital works are complete. Other classroom space may be provided between a combination of effective timetabling of space and use of facilities across OCVC and The Warriner.
21. There is a potential for slight increased transport costs to the Local Authority for transporting post-16 pupils to The Warriner if it becomes their designated Sixth Form. The Warriner is likely to share a designated area for Sixth Form with Banbury School until 2016 when it will be at full operating capacity.
22. The school will incur additional revenue costs for additional staff, resources, exam fees and increased maintenance requirements. The initial small sixth form numbers may mean that no additional teaching staff is required in the early years of sixth form implementation, however the school will need to plan to meet other costs of the sixth form. The provision of revenue funding for post 16 places will be sought from the Young People's Learning Agency (YPLA) or its successor body the Education Funding Agency (EFA) in due course. The mechanism for this has been explained by the YPLA and they are aware of the proposal. The school is currently demonstrating the ability to generate savings of around £80k per annum from existing budgets, which indicates that the gradual sixth form growth to 2014 should be manageable.
23. Revenue funding from the YPLA is based solely on the courses studied by sixth form pupils and not on the number of pupils. Unlike the Oxfordshire school funding formula, sixth form funding from the YPLA or its successor will not include any funding for additional building area when the sixth form facilities are built. Funding allocations for sixth forms from the YPLA are expected to decline by around 3% per annum over the next three to four

years. Beyond 2014 the more rapid growth projections and declining funding allocations could place the school under financial pressure. Finances will need to be carefully planned over the medium term plan in order to ensure sustainability.

Equality and Inclusion Implications

24. The Equality Impact Assessment of Oxfordshire’s Pupil Place Plan (June 2011) identified that increasing school places at the heart of their communities has a positive impact on equalities through promoting social inclusion and minimising barriers to accessing education. The establishment of a Sixth Form at The Warriner School will enable it to serve a greater proportion of its community.

Decision

25. In considering the proposals for a school expansion, the Decision Maker can decide to:
- Reject the proposals;
 - Approve the proposals;
 - Approve the proposals with a modification (e.g. the implementation date); or
 - Approve the proposals subject to them meeting a specific condition (see the Guidance).

RECOMMENDATION

The Cabinet is RECOMMENDED to approve the extension of the age range at The Warriner School, Bloxham to include post-16 provision, and to agree the Stage 1 (Outline Business Case) project delivery budget of £32K to enable the capital project to proceed to Full Business Case.

Jim Leivers
 Director for Children’s Services

Annexes: Annex 1: Cabinet report 14 February 2012
 Annex 2: Statutory notice
 Annex 3: Statutory proposal

Contact Officer: Diane Cameron – School Organisation Officer, School
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July 2012

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Division(s): Bloxham

**COPY
CABINET– 14 FEBRUARY 2012**

**PROPOSED EXTENSION OF AGE RANGE AT THE WARRINER SCHOOL,
BLOXHAM TO INCLUDE POST-16 PROVISION**

Report by Children, Education & Families

Introduction

1. This report follows a Stage One public consultation held by the governing body of The Warriner School in Bloxham relating to their proposal to extend the age range of the school from its current 11-16 status to include post-16 students by establishing a Sixth Form.
2. The public consultation was launched by the governing body of The Warriner School on 31 October 2011 and expired after six weeks on 9 December 2011. Leaflets with full details of the proposal were produced by the governing body and sent by them to all interested parties (Annex 1). Full details were additionally made available on the Oxfordshire County Council public website.
3. The Warriner School currently works with other local education providers to host courses for post-16 pupils not on the school roll, however the majority of pupils leaving the school at 16 go on to study A and AS Levels, as is shown in Annex 4. For this reason the governing body believe they will best serve their school community by offering Sixth Form provision for studying traditional A and AS Level courses, so offering them the choice of remaining at The Warriner or travelling elsewhere.

The Proposal

4. The governors propose to establish a Sixth Form at The Warriner School and increase the number of sixth form student numbers slowly in order that existing staff may be trained or experienced staff recruited. The proposed pupil numbers are detailed below:

Year	7	8	9	10	11	12	13	Total
2011	211	227	226	237	223	0	0	1124
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2015	228	228	228	228	211	105	40	1268
2016	228	228	228	228	228	105	90	1335

5. The Warriner School currently has a planned admission number of 228 but has the physical capacity for an admission number of 232 so this means that

it currently has the capacity within its buildings to meet an initial increase in student number.

6. It is anticipated that future capacity needs will be met from income generated by increased pupil numbers within the sixth form. In addition to this, Section 106 contributions have been secured by the County Council from housing developments within Bloxham. These funds may be spent towards a capital project to build a dedicated Sixth Form area that the governors envisage would include a common room, IT facilities and study areas.

Responses

7. Two open public meetings were held during the public consultation period at The Warriner School on 8th and 28th November, in which parents of children at the school and any other interested parties had the opportunity to discuss the proposal with County Council Officers and the school leadership team. Issues raised during these meetings were:
 - Concern about a negative effect of diluting the market of post-16 pupils for the schools and colleges that pupils leaving The Warriner traditionally attend, with consequent financial implications for them.
 - Queries as to what mix of subjects The Warriner School will offer to pupils post-16 and how this will influence choices of subjects studied at an earlier age.
 - Financial impact on resources for 11-16 year old pupils at The Warriner School of the costs of establishing the Sixth Form.
 - Query as to whether the post-16 provision will include pupils with Special Educational Needs.
 - Query about uniform requirements for Sixth Form pupils.
 - Query as to what facilities would be exclusively for the Sixth Form pupils.
 - Query as to what pupil numbers are needed to make the Sixth Form financially viable.
 - Concern that the initial small number of Sixth Form pupils will not suit some pupils, although recognising that there is no other way for the school to finance it.
 - Perceived oversubscription of the school by parents and querying what effect the Sixth Form may have on this.
 - Discussion around working in partnership with Oxford and Cherwell Valley College (OCVC) in Banbury to offer veterinary medicine/science courses to prepare pupils for jobs in the current jobs market, making good use of the unique farm facility at The Warriner.
8. 60 responses were received during the public consultation period. 52 of these were in favour of the proposal in principle. These include responses from the Council Member for Bloxham, Banbury Town Council, Bloxham Parish Council, The Warriner School student council, five feeder primary schools and two neighbouring County Councils which post-16 pupils from The Warriner have traditionally travelled to for their continued education. Reasons given for supporting the proposal include:

- Benefits to the school in recruiting high calibre teaching staff who are otherwise deterred by the lack of a Sixth Form.
- The view that The Warriner School pupils should have the same choices to remain at the school or to go elsewhere as pupils at neighbouring schools do at age 16.
- The view that it will prevent students travelling greater distances to access the courses they want.
- Benefits to the younger pupils and the vertical tutoring system in the school from the example of the older set of pupils in the Sixth Form.
- Perception that The Warriner School is a good school and a Sixth Form would only enhance its reputation.
- The majority of the received favourable responses were from parents of children at The Warriner who were very keen for their child to have the option to stay on at the school post-16. The reasons given were the benefit of continuation of education with peers and teachers they already know.
- The Warriner School collected signatures of 166 parents of pupils in current Year 11 at the school who would have liked their children to have been able to stay on at the school post-16.

9. Six responses objected to the proposal in principle. These included responses from the Governing Body of the Banbury Dashwood School Federation, Chipping Norton School, The Banbury School Trust (Banbury School and Chipping Norton School are two destinations of post-16 pupils from The Warriner School) and two parents of children who have attended The Warriner School in the past. Reasons given for objecting include:

- The fragmentation of post-16 cohort leaving The Warriner School enriches the pupils' experience and prepares them better for their choices post-19.
- A and AS Levels are offered at Banbury School which is 2.3 miles from The Warriner and has spare capacity. Other courses are offered at OCVS which is 2.8 miles from The Warriner, therefore pupils do not need to travel long distances to access post-16 education when they leave The Warriner. Chipping Norton School also has spare capacity in its Sixth Form.
- The view that The Warriner School is not proposing to offer any courses that are not already on offer, and will duplicate and fragment provision.
- Banbury School's Headteacher has already indicated a willingness to work in partnership with The Warriner School regarding post-16 education.
- The view that there is no "dip" in attainment when pupils move from one establishment to another post-16.
- The view that there is no significant added value for vertical tutoring systems that include Years 12 and 13 pupils as opposed to those that do not, and that specialist Sixth Form tutor teams benefit Sixth Form pupils more.

- Perception that the creation of a new Sixth Form would be a waste of public money in times of falling rolls nationally.
 - The view that small Sixth Forms are inefficient and not as educationally effective as large ones and would have a detrimental impact on pupils in the lower year groups in terms of financial resourcing. Concern that this would be the effect in The Warriner School and the knock-one effect in neighbouring establishments that currently their post-16 pupils go on to attend.
 - View that parents would rather send their children to Sixth Forms that are well established as perceived as “tried and tested”.
 - The view that post-16 provision should offer breadth and excellence, that another Sixth Form would fragment existing provision.
10. Two responses were undecided about the proposal in principle. Queries raised include:
- Wish for funding to be spent on upgrading existing facilities in addition to extending the buildings for a Sixth Form.
11. With respect to the view expressed that the fragmentation of the current post 16 cohort enriches pupil experience there is clear conflict with the greater number of responses indicating a clear desire for future cohorts to have a similar offer to most other secondary schools in the county. Such an offer would give a choice of staying at the existing school or moving on to a new setting.
12. With respect to the view that this will offer no new courses and provide additional places in times of falling secondary rolls, there is clear evidence that this is not the case. The developing partnership between OCVC and The Warriner School aims at using facilities on both sites to enhance and expand existing offers of A level subjects and also to develop the unique opportunity at The Warriner for courses supported by the farm. It is the case that part of the offer would replicate the types of courses offered in the many different settings to which the Warriner post 16 pupils now move on, as in other parts of the county. Both nationally and locally it is now recognised that secondary rolls will increase in line with the boom in current numbers of pupils in the primary sector from 2015. In addition to this the catchment areas of Banbury, Warriner and Chipping Norton partnerships are earmarked for significant housing growth.
13. The view that there are sixth form courses offered within 2-3 miles distance of The Warriner School site itself is not in dispute. However, part of the proposal is joint working to enhance the offer between OCVC and The Warriner to reflect gaps in current provision identified by both institutions. Also, although the travel distance from The Warriner School itself is not long, pupils in this rural catchment area do travel from further afield. A significant number of post 16 pupils choose to travel significantly longer distances to access traditional sixth form courses they see as suitable for their needs. There is clear

advantage to being able to offer such provision closer to home and this consultation has given evidence of that perceived need from parents and pupils from the school.

14. With respect to the point made about the effectiveness of small sixth forms, it is nationally recognised that the minimum size of sixth form likely to be effective is 150 - 160 pupils. This proposal allows for that size to be reached within 3 years (Academic year 2014/15). There remains in excess of these numbers of pupils likely to require sixth form places in other affected establishments based on current rolls before the planned housing growth referred to in paragraph 12 above. It is the view of County Council officers that given the location and size of the school a sixth form is sustainable.
15. The question of appropriate premises is dealt with in the part of report dealing with financial and staff implications.
16. The governors of The Warriner School have provided a formal response to the concerns raised during the public consultation. This response is attached as Annex 3.

Making a Decision

17. The Education & Inspections Act 2006 and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended) ["the Prescribed Alterations Regulations"] establishes the procedures that must be followed when expanding a school by adding a sixth form. Local authorities also have a duty to have regard to statutory guidance, in this particular case 'Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form: A Guide for Local Authorities and Governing Bodies ("the Guidance")'.
18. The Prescribed Alterations Regulations require proposers to consult interested parties and the Guidance lists these at paragraph 1.3. The Cabinet must be satisfied that the statutory consultation has been properly carried out by the governing body prior to the publication of a statutory notice. Annex 1 includes a list of details of the governing body's consultation with interested parties that are required to be consulted with under the Prescribed Alterations Regulations. The period of consultation is not prescribed by legislation, although the Guidance recommends a minimum of 4 weeks. The consultation period was in line with the Guidance having run from 31st October 2011 to 9th December 2011, thereby exceeding the four week minimum requirement. The consultation was therefore carried out in accordance with the Prescribed Alterations Regulations.
19. A formal public statement is now required as to whether the Cabinet formally supports the school governors' proposal to publish a statutory notice for this expansion. Either the governing body or the County Council may publish the statutory notice but the decision-making power in terms of determining the notice will lie with the Cabinet or the Cabinet Member for School Improvement,

and a report will be put to Cabinet if representations are received, for a final decision in due course.

Equality and Inclusion Implications

20. The proposal would improve accessibility of post 16 studies generally at the school to mirror opportunities in the remainder of the county. In particular, there is a specialist learning resource base for Communication and Interaction (speech, language and autism) at this site. This offer would offer the potential for those pupils at the Base able to access a sixth form curriculum, the opportunity to do so without changing establishments.

Financial and Staff Implications

21. The direct financial implication of this report is the cost of the statutory process, which is planned for and met within the normal CE&F budget provision. There are no significant financial implications or risks at this stage. If the proposal proceeds, following statutory consultation there would be another report to Cabinet in due course seeking a final decision on whether to expand the school.
22. There are capital funds allocated to the school resulting from housing developments within Bloxham. These funds can be used to improve facilities for pupils generated by the new developments and could be put towards a building project to build a dedicated sixth form learning resources area that would include a common room, IT facilities and study areas. Detailed work to identify a scheme to this budget is underway and will be completed prior to the publication of any public notice. The initial small sixth form numbers are to have a small common room and social facilities provided from within the existing school site. Other classroom space is to be provided between a combination of effective timetabling of space and use of facilities across OCVC and The Warriner.
23. The school will incur additional revenue costs for additional staff, resources, exam fees and increased maintenance requirements. The initial small sixth form numbers may mean that no additional teaching staff is required in the early years of sixth form implementation, however the school will need to plan to meet other costs of the sixth form. The provision of revenue funding for post 16 places will be sought from the Young People's Learning Agency (YPLA) or its successor body the Education Funding Agency (EFA) in due course. The mechanism for this has been explained by the YPLA and they are aware of the proposal. The school is currently demonstrating the ability to generate savings of around £80k per annum from existing budgets, which indicates that the gradual sixth form growth to 2014 should be manageable.
24. Revenue funding from the YPLA is based solely on the courses studied by sixth form pupils and not on the number of pupils. Unlike the Oxfordshire school funding formula, sixth form funding from the YPLA or its successor will not include any funding for additional building area when the sixth form facilities are built. Funding allocations for sixth forms from the YPLA are

expected to decline by around 3% per annum over the next three to four years. Beyond 2014 the more rapid growth projections and declining funding allocations could place the school under financial pressure. Finances will need to be carefully planned over the medium term plan in order to ensure sustainability.

RECOMMENDATION

The Cabinet is RECOMMENDED to support the governing body of The Warriner School, Bloxham by approving the publication of a statutory notice to extend the age range of the school and establish a Sixth Form.

Jim Leivers
Acting Director for Children, Education & Families

Contact Officer: Allyson Milward, Pupil Place Planning Service Manager,
School Organisation & Planning.
Tel: 01865 816447

January 2012

Annex 1: Public consultation leaflet
Annex 2: Consultation with interested parties.
Annex 3: The Warriner School governors' formal response to concerns raised.
Annex 4: The Warriner School leavers' destination courses of study 2010

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PUBLIC NOTICE

Proposed Extension of Age Range at The Warriner School, Bloxham

Notice is given in accordance with section 19(3) of the Education and Inspections Act 2006 that the Governing Body of The Warriner School and Oxfordshire County Council intend to make a prescribed alteration to The Warriner School (Foundation), Bloxham, OX15 4LJ from 01 September 2013.

We are planning to extend the age range of the school from 11-16 to 11-18 in order to establish a Sixth Form on a permanent basis from September 2013.

The current capacity of the school is 1140 and the proposed capacity will be approximately 1335. The current number of pupils registered at the school is 1124. A phased establishment of a Sixth Form is proposed, starting in September 2013 with an admission number of 30, and growing until 2016 to reach a full Sixth Form number of 195 across two years.

The Governing Body of The Warriner School will implement the proposal.

This Notice is an extract from the complete proposal. Copies of the complete proposal can be obtained from: Diane Cameron, School Organisation & Planning, Oxfordshire County Council, FREEPOST, or by emailing:

WarrinerStatNotice2012-manager@myconsultations.oxfordshire.gov.uk It is also available to view on the OCC website at **www.myconsultations.oxfordshire.gov.uk**

Within four weeks from the date of publication of these proposals, any person may object to or make comments on the proposal by sending them to Diane Cameron, School Organisation & Planning, Oxfordshire County Council, FREEPOST or by email to **WarrinerStatNotice2012@myconsultations.oxfordshire.gov.uk**. Alternatively respond online using the questionnaire at **www.myconsultations.oxfordshire.gov.uk**.

Signed: Jim Leivers, Director for Children's Services

Publication Date: 2nd May 2012

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PROPOSALS FOR PRESCRIBED ALTERATIONS OTHER THAN
FOUNDATION PROPOSALS: Information to be included in a complete proposal

Extract of Part 1 of Schedule 3 and Part 1 of Schedule 5 to The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended):

In respect of a Governing Body Proposal: School and governing body's details

1. The name, address and category of the school for which the governing body are publishing the proposals.

The Warriner School, Bloxham, Oxfordshire, OX15 4LJ (Foundation)

In respect of an LEA Proposal: School and local education authority details

1. The name, address and category of the school .

n/a

Implementation and any proposed stages for implementation

2. The date on which the proposals are planned to be implemented, and if they are to be implemented in stages, a description of what is planned for each stage, and the number of stages intended and the dates of each stage.

September 2012: post-16 courses hosted by The Warriner School for students on roll at Oxford & Cherwell Valley College (OCVC).

September 2013: OCVC students attending courses at The Warriner School moved onto roll at The Warriner. First set of AS/A Level subjects offered to Year 12 students at The Warriner. Ongoing courses offered in collaboration with OCVC.

September 2014 onward: AS/A Level subject offer grown as take-up increases. Ongoing courses offered in collaboration with OCVC.

Objections and comments

3. A statement explaining the procedure for making representations, including

- (a) the date prescribed in accordance with paragraph 29 of Schedule 3 (GB proposals)/Schedule 5 (LA proposals) of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), by which objections or comments should be sent to the local education authority; and
- (b) the address of the authority to which objections or comments should be sent.

Representations (responses) may be made for 4 weeks from the date of publication of the Notice until 30th May 2012. Representations in writing can be posted to Diane Cameron, School Organisation & Planning, Oxfordshire County Council, FREEPOST or emailed to: WarrinerStatNotice2012@myconsultations.oxfordshire.gov.uk. Alternatively representations can be made using the online questionnaire at <https://myconsultations.oxfordshire.gov.uk>

Alteration description

4. A description of the proposed alteration and in the case of special school proposals, a description of the current special needs provision.

The proposal is to extend the age range of The Warriner School from 11-16 to 11-18 in order to establish a Sixth Form at the school offering AS/A Level courses and others in collaboration with Oxford & Cherwell Valley College (OCVC).

School capacity

5.—(1) Where the alteration is an alteration falling within any of paragraphs 1 to 4, 8, 9 and 12-14 of Schedule 2 (GB proposals)/paragraphs 1-4, 7, 8, 18, 19 and 21 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), the proposals must also include —

- (a) details of the current capacity of the school and, where the proposals will alter the capacity of the school, the proposed capacity of the school after the alteration;

Current capacity is 1140 places for Years 7-11. After the alteration the capacity will be approximately 1335 places for Years 7-13.

- (b) details of the current number of pupils admitted to the school in each relevant age group, and where this number is to change, the proposed number of pupils to be admitted in each relevant age group in the first school year in which the proposals will have been implemented;

No post-16 students are currently admitted to The Warriner.

- (c) where it is intended that proposals should be implemented in stages, the number of pupils to be admitted to the school in the first school year in which each stage will have been implemented;

September 2012: Approximately 22 students will be hosted at The Warriner on a course in collaboration with OCVC but will registered on roll at OCVC.

September 2013: Approximately 30 students will start Year 12 on The Warriner School roll. The 22 OCVC students will move onto roll at The Warriner for Year 13.

September 2014: Approximately 60 students admitted to Year 12.

September 2015: Approximately 95 students admitted to Year 12.

- (d) where the number of pupils in any relevant age group is lower than the indicated admission number for that relevant age group a statement to this effect and details of the indicated admission number in question.

n/a

(2) Where the alteration is an alteration falling within any of paragraphs 1, 2, 9, 12 and 13 of Schedule 2 (GB proposals) /paragraphs 1, 2, 8, 18 and 19 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), a statement of the number of pupils at the school at the time of the publication of the proposals.

School roll at January 2012 shows 1124 pupils on roll.

Implementation

6. Where the proposals relate to a foundation or voluntary controlled school a statement as to whether the proposals are to be implemented by the local education authority or by the governing body, and, if the proposals are to be implemented by both, a statement as to the extent to which they are to be implemented by each body.

The proposals are to be implemented by the governing body of The Warriner School.

Additional Site

7.—(1) A statement as to whether any new or additional site will be required if proposals are implemented and if so the location of the site if the school is to occupy a split site.

No new or additional site will be required.

(2) Where proposals relate to a foundation or voluntary school a statement as to who will provide any additional site required, together with details of the tenure (freehold or leasehold) on which the site of the school will be held, and if the site is to be held on a lease, details of the proposed lease.

n/a

Changes in boarding arrangements

8.—(1) Where the proposals are for the introduction or removal of boarding provision, or the alteration of existing boarding provision such as is mentioned in paragraph 8 or 21 of Schedule 2 (GB proposals)/7 or 14 of Schedule 4 to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended) —

- (a) the number of pupils for whom it is intended that boarding provision will be made if the proposals are approved;

n/a

(b) the arrangements for safeguarding the welfare of children at the school;

n/a

(c) the current number of pupils for whom boarding provision can be made and a description of the boarding provision; and

n/a

(d) except where the proposals are to introduce boarding provision, a description of the existing boarding provision.

n/a

(2) Where the proposals are for the removal of boarding provisions or an alteration to reduce boarding provision such as is mentioned in paragraph 8 or 21 of Schedule 2 (GB proposals)/7 or 14 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended) —

(a) the number of pupils for whom boarding provision will be removed if the proposals are approved; and

n/a

(b) a statement as to the use to which the former boarding accommodation will be put if the proposals are approved.

n/a

Transfer to new site

9. Where the proposals are to transfer a school to a new site the following information—

- (a) the location of the proposed site (including details of whether the school is to occupy a single or split site), and including where appropriate the postal address;

n/a

- (b) the distance between the proposed and current site;

n/a

- (c) the reason for the choice of proposed site;

n/a

- (d) the accessibility of the proposed site or sites;

n/a

- (e) the proposed arrangements for transport of pupils to the school on its new site; and

n/a

- (f) a statement about other sustainable transport alternatives where pupils are not using transport provided, and how car use in the school area will be discouraged.

n/a

Objectives

- 10. The objectives of the proposals.

To provide post-16 courses at The Warriner School, and thereby:

- Reduce the distance post-16 students need to travel to continue their education;
- Provide greater continuity of education, and remove the dip in performance that students can experience whilst they settle into a new school/college;
- Enhance teaching across the school, as schools with sixth forms find it easier to attract the highest calibre teaching staff;
- Enhance the vertical tutoring system through the addition of the mature influence of years 12 and 13.

Consultation

11. Evidence of the consultation before the proposals were published including—

- (a) a list of persons who were consulted;
- (b) minutes of all public consultation meetings;
- (c) the views of the persons consulted;
- (d) a statement to the effect that all applicable statutory requirements in relation to the proposals to consult were complied with; and
- (e) copies of all consultation documents and a statement on how these documents were made available.

- a) Public consultation was held between 31 October 2011 and 9 December 2011. The Warriner School produced a consultation leaflet which was circulated to all parents of pupils at the school, Heads at feeder primary schools, nearby education establishments in adjacent counties, local Councillors, MPs, libraries, relevant county council teams and was also available publicly on the OCC website.
- b) Two public meetings were held at The Warriner School on 8th November 2011 and 28th November 2011. Any interested parties were invited to attend to ask questions of OCC officers and senior staff at the school. At the meetings, the following points were raised:
 - Concern about a negative effect of diluting the market of post-16 pupils for the schools and colleges that pupils leaving The Warriner traditionally attend, with consequent financial implications for them.
 - Queries as to what mix of subjects The Warriner School will offer to pupils post-16 and how this will influence choices of subjects studied at an earlier age.
 - Financial impact on resources for 11-16 year old pupils at The Warriner School of the costs of establishing the Sixth Form.

- Query as to whether the post-16 provision will include pupils with Special Educational Needs.
 - Query about uniform requirements for Sixth Form pupils.
 - Query as to what facilities would be exclusively for the Sixth Form pupils.
 - Query as to what pupil numbers are needed to make the Sixth Form financially viable.
 - Concern that the initial small number of Sixth Form pupils will not suit some pupils, although recognising that there is no other way for the school to finance it.
 - Perceived oversubscription of the school by parents and querying what effect the Sixth Form may have on this.
 - Discussion around working in partnership with Oxford and Cherwell Valley College (OCVC) in Banbury to offer veterinary medicine/science courses to prepare pupils for jobs in the current jobs market, making good use of the unique farm facility at The Warriner.
- c) 60 responses were received during the public consultation period. 52 of these were in favour of the proposal in principle. These include responses from the Council Member for Bloxham, Banbury Town Council, Bloxham Parish Council, The Warriner School student council, five feeder primary schools and two neighbouring county councils which post-16 pupils from The Warriner have traditionally travelled to for their continued education. Reasons given for supporting the proposal include:
- Benefits to the school in recruiting high calibre teaching staff who are otherwise deterred by the lack of a Sixth Form.
 - The view that The Warriner School pupils should have the same choices to remain at the school or to go elsewhere as pupils at neighbouring schools do at age 16.
 - The view that it will prevent students travelling greater distances to access the courses they want.
 - Benefits to the younger pupils and the vertical tutoring system in the school from the example of the older set of pupils in the Sixth Form.
 - Perception that The Warriner School is a good school and a Sixth Form would only enhance its reputation.
 - The majority of the received favourable responses were from parents of children at The Warriner who were very keen for their child to have the option to stay on at the school post-16. The reasons given were the benefit of continuation of education with peers and teachers they already know.
 - The Warriner School collected signatures of 166 parents of pupils in current Year 11 at the school who would have liked

their children to have been able to stay on at the school post-16.

Six responses objected to the proposal in principle. These included responses from the Governing Body of the Banbury Dashwood School Federation, Chipping Norton School, The Banbury School Trust (Banbury School and Chipping Norton School are two destinations of post-16 pupils from The Warriner School) and two parents of children who have attended The Warriner School in the past. Reasons given for objecting include:

- The fragmentation of post-16 cohort leaving The Warriner School enriches the pupils' experience and prepares them better for their choices post-19.
- A and AS Levels are offered at Banbury School which is 2.3 miles from The Warriner and has spare capacity. Other courses are offered at OCVV which is 2.8 miles from The Warriner, therefore pupils do not need to travel long distances to access post-16 education when they leave The Warriner. Chipping Norton School also has spare capacity in its Sixth Form.
- The view that The Warriner School is not proposing to offer any courses that are not already on offer, and will duplicate and fragment provision.
- Banbury School's Headteacher has already indicated a willingness to work in partnership with The Warriner School regarding post-16 education.
- The view that there is no "dip" in attainment when pupils move from one establishment to another post-16.
- The view that there is no significant added value for vertical tutoring systems that include Years 12 and 13 pupils as opposed to those that do not, and that specialist Sixth Form tutor teams benefit Sixth Form pupils more.
- Perception that the creation of a new Sixth Form would be a waste of public money in times of falling rolls nationally.
- The view that small Sixth Forms are inefficient and not as educationally effective as large ones and would have a detrimental impact on pupils in the lower year groups in terms of financial resourcing. Concern that this would be the effect in The Warriner School and the knock-one effect in neighbouring establishments that currently their post-16 pupils go on to attend.
- View that parents would rather send their children to Sixth Forms that are well established as perceived as "tried and tested".

- The view that post-16 provision should offer breadth and excellence, that another Sixth Form would fragment existing provision.

Two responses were undecided about the proposal in principle. Queries raised include:

- Wish for funding to be spent on upgrading existing facilities in addition to extending the buildings for a Sixth Form.
- d) All applicable statutory requirements in relation to the proposals to consult were complied with.
- e) A copy of the consultation leaflet is attached as Appendix 1. This was available from The Warriner School and was also available online on the OCC website.

Project costs

12. A statement of the estimated total capital cost of the proposals and the breakdown of the costs that are to be met by the governing body, the local education authority, and any other party.

S106 developer contributions have been secured for providing expanded permanent provision at The Warriner School. No funding is available from the Authority in addition to this, although contributions will also be sought from any future developments in the Bloxham area. All costs are to be met from the S106 funding and any available funding from The Warriner School.

13. A copy of confirmation from the Secretary of State, local education authority and the Learning and Skills Council for England (as the case may be) that funds will be made available (including costs to cover any necessary site purchase).

S106 developer contributions have been secured and will be made available for capital works relating to this proposal as agreed at the meeting of Oxfordshire County Council Cabinet on 14 February 2012.

Age range

14. Where the proposals relate to a change in age range, the current age range for the school.

11 to 16.

Early years provision

15. Where the proposals are to alter the lower age limit of a mainstream school so that it provides for pupils aged between 2 and 5—

- (a) details of the early years provision, including the number of full-time and part-time pupils, the number and length of sessions in each week, and the services for disabled children that will be offered;

n/a

- (b) how the school will integrate the early years provision with childcare services and how the proposals are consistent with the integration of early years provision for childcare;

n/a

- (c) evidence of parental demand for additional provision of early years provision;

n/a

- (d) assessment of capacity, quality and sustainability of provision in schools and in establishments other than schools who deliver the Early Years Foundation Stage within 3 miles of the school; and

n/a

- (e) reasons why such schools and establishments who have spare capacity cannot make provision for any forecast increase in the number of such provision.

n/a

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Changes to sixth form provision

16. (a) Where the proposals are to alter the upper age limit of the school so that the school provides sixth form education or additional sixth form education, a statement of how the proposals will—

- (i) improve the educational or training achievements;
- (ii) increase participation in education or training; and
- (iii) expand the range of educational or training opportunities for 16-19 year olds in the area;

<p>Destination data shows that many of the students leaving The Warriner School at 16 are unable to meet their educational needs locally and travel sometimes long distances to access the post 16 courses that they require for their chosen career progression. A sixth form at The Warriner School would expand the local provision for those students without necessitating a transfer and settling in period at a new establishment during their studies. OCVC and The Warriner School intend to offer jointly-hosted courses that neither establishment could currently make viable alone, particularly in relation to the farm at The Warriner School, which is a unique facility in the area. In this way courses mixing traditional qualifications with vocational studies could be offered.</p>

(b) A statement as to how the new places will fit within the 16-19 organisation in an area;

<p>The Warriner School has been approached by Oxford & Cherwell Valley College (OCVC) to offer a range of courses in collaboration, as there is an identified need but no capacity to deliver the courses within a single existing establishment.</p>

(c) Evidence —

- (i) of the local collaboration in drawing up the proposals; and
- (ii) that the proposals are likely to lead to higher standards and better progression at the school;

<p>(i) As above and: The school has had informal expressions of interest for collaboration from Blessed George Napier School and will look to jointly deliver specialist</p>
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subjects that would otherwise be non-viable. This would enable a further increase in local educational opportunities. A response to the public consultation from Chenderit School in Northamptonshire also referred to developing a partnership. The Warriner School would also hope to work with Frank Wise Special School in Banbury to explore opportunities with them as they have dual registered students currently, who attend both schools on different days, who are unable to continue attending The Warriner School post 16.

(ii) Having post-16 teaching at The Warriner School would increase the skill set of the teachers. Many of the existing staff have limited experience of post 16 teaching and so are less able to teach our students the skills and knowledge that they will need in preparation for their post-16 education when they currently go elsewhere. As this skills base increases within the staff at The Warriner, teaching of these to students at KS4 will become commonplace and it is anticipated that standards pre-16 will rise. The governing body believes that demands of post-16 courses are very high and when hand in hand with a change of provider, students can experience a more significant dip in performance whilst they settle in. Again, a change to the age range at The Warriner School would provide those students who opt for continuity of provider the very best start to post-16 education.

(d) The proposed number of sixth form places to be provided.

195 Sixth Form pupil places overall will eventually be offered when the Sixth Form is at full capacity.

17. Where the proposals are to alter the upper age limit of the school so that the school ceases to provide sixth form education, a statement of the effect on the supply of 16-19 places in the area.

n/a

Special educational needs

18. Where the proposals are to establish or change provision for special educational needs—

- (a) a description of the proposed types of learning difficulties in respect of which education will be provided and, where provision for special educational needs already exists, the current type of provision;

n/a

- (b) any additional specialist features will be provided;

n/a

- (c) the proposed numbers of pupils for which the provision is to be made;

n/a

- (d) details of how the provision will be funded;

n/a

- (e) a statement as to whether the education will be provided for children with special educational needs who are not registered pupils at the school to which the proposals relate;

n/a

- (f) a statement as to whether the expenses of the provision will be met from the school's delegated budget;

n/a

- (g) the location of the provision if it is not to be established on the existing site of the school;

n/a

- (h) where the provision will replace existing educational provision for children with special educational needs, a statement as to how the local education authority believes that the new provision is likely to lead to improvement in the standard, quality and range of the educational provision for such children; and

n/a

- (i) the number of places reserved for children with special educational needs, and where this number is to change, the proposed number of such places.

n/a

19. Where the proposals are to discontinue provision for special educational needs—

- (a) details of alternative provision for pupils for whom the provision is currently made;

n/a

- (b) details of the number of pupils for whom provision is made that is recognised by the local education authority as reserved for children with special educational needs during each of the 4 school years preceding the current school year;

n/a

- (c) details of provision made outside the area of the local education authority for pupils whose needs will not be able to be met in the area of the authority as a result of the discontinuance of the provision; and

n/a

- (d) a statement as to how the proposer believes that the proposals are likely to lead to improvement in the standard, quality and range of the educational provision for such children.

n/a

20. Where the proposals will lead to alternative provision for children with special educational needs, as a result of the establishment, alteration or discontinuance of existing provision, the specific educational benefits that will flow from the proposals in terms of—

- (a) improved access to education and associated services including the curriculum, wider school activities, facilities and equipment with reference to the local education authority's Accessibility Strategy;
- (b) improved access to specialist staff, both educational and other professionals, including any external support and outreach services;
- (c) improved access to suitable accommodation; and
- (d) improved supply of suitable places.

The Warriner School has a relatively high proportion of students with SEN, including those from the on-site Communication, Interactive Resource Base, for whom transition at post 16 is extremely stressful. Having the opportunity to further their education within an environment that they are familiar with would increase their participation. Furthermore, it would expand their range of opportunities as those with complex needs currently have to travel long distances to access post 16 education.

The Warriner School would also hope to work with Frank Wise Special School in Banbury to explore opportunities with them as they have dual registered students currently, as stated above, who are unable to continue at The Warriner School post 16.

Sex of pupils

21. Where the proposals are to make an alteration to provide that a school which was an establishment which admitted pupils of one sex only becomes an establishment which admits pupils of both sexes—

- (a) details of the likely effect which the alteration will have on the balance of the provision of single sex-education in the area;

n/a

- (b) evidence of local demand for single-sex education; and

n/a

- (c) details of any transitional period which the body making the proposals wishes specified in a transitional exemption order (within the meaning of section 27 of the Sex Discrimination Act 1975).

n/a

22. Where the proposals are to make an alteration to a school to provide that a school which was an establishment which admitted pupils of both sexes becomes an establishment which admits pupils of one sex only—

- (a) details of the likely effect which the alteration will have on the balance of the provision of single-sex education in the area; and

n/a

- (b) evidence of local demand for single-sex education.

n/a

Extended services

23. If the proposed alterations affect the provision of the school's extended services, details of the current extended services the school is offering and details of any proposed change as a result of the alterations.

n/a

Need or demand for additional places

24. If the proposals involve adding places—

- (a) a statement and supporting evidence of the need or demand for the particular places in the area;

As above, the destination statistics for post-16 leavers from The Warriner School show that many travel a substantial distance to access their preferred course and type of establishment. Responses received from parents of pupils at The Warriner School and from some pupils to the public consultation indicated that the majority would welcome the choice to stay on at their current school post-16.

OCVC and The Warriner School intend to offer jointly-hosted courses that neither establishment could currently make viable alone, particularly in relation to the farm at The Warriner School, which is a unique facility in the area.

- (b) where the school has a religious character, a statement and supporting evidence of the demand in the area for education in accordance with the tenets of the religion or religious denomination;

n/a

- (c) where the school adheres to a particular philosophy, evidence of the demand for education in accordance with the philosophy in question and any associated change to the admission arrangements for the school.

n/a

25. If the proposals involve removing places—

- (a) a statement and supporting evidence of the reasons for the removal, including an assessment of the impact on parental choice; and

n/a

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(b) a statement on the local capacity to accommodate displaced pupils.

n/a

Expansion of successful and popular schools

25A. (1) Proposals must include a statement of whether the proposer considers that the presumption for the expansion of successful and popular schools should apply, and where the governing body consider the presumption applies, evidence to support this.

(2) Sub-paragraph (1) applies to expansion proposals in respect of primary and secondary schools, (except for grammar schools), i.e. falling within:

(a) (for proposals published by the governing body) paragraph 1 of Part 1 to Schedule 2 or paragraph 12 of Part 2 to Schedule 2;

(b) (for proposals published by the LA) paragraph 1 of Part 1 to Schedule 4 or 18 of Part 4 to Schedule 4

of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended).

Sub-paragraph (1) does not apply in this case.
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Division(s): Bicester

CABINET – 17 JULY 2012

FINAL REPORT ON THE PROPOSAL TO ALTER THE LOWER AGE RANGE AND EXPAND ST EDBURG'S CE (A) PRIMARY SCHOOL, BICESTER

Report by Director for Children's Services

Introduction

1. This proposal is directly related to the development of 1585 new houses in Bicester, known as the Kingsmere development. In November / December 2010, the governing body at St Edburg's CE (A) Primary School Bicester ran a public consultation to gauge opinion on the proposal to expand the school from 1 to 2 form entry and to alter the lower age range to admit 3 year olds. As part of the proposal, the school would be relocated to the Kingsmere development and become its designated area school in a new purpose-built building.
2. At the meeting on 16th February 2011 the Cabinet agreed to support the governors of the school in their wish to proceed to publish a statutory notice. The report outlining the basis for this decision is attached at Annex 1.
3. The statutory notice (attached at Annex 2) was published by the governing body supported by the Authority in the Bicester Advertiser on 18th April 2012 and expired following 6 weeks of formal consultation on 30th May 2012. Publication was held back until negotiations relating to the proposed new site for St Edburg's and legal agreements surrounding it between the housing developers and the Diocese had been completed. In accordance with legislation the notice was also posted at the school gate and sent to the local library. A copy of the full proposal (attached at Annex 3) and the notices were sent to the governing body and the Secretary of State and made available on the Oxfordshire County Council website.
4. The decision-making power in terms of determining the notice lies with the Cabinet or can be delegated to the Cabinet Member for Schools Improvement (if there have been no objections). In meeting as 'decision-maker' the Cabinet or Cabinet Member must have regard to government guidance and statutory timescales otherwise a decision can be referred to the independent Schools' Adjudicator for reconsideration. The decision must be made within 2 months of the close of the notice period; as a consequence, it is necessary for the Chairman of the Council to determine that the decision cannot be subject to 'call-in' as this would, in most cases, prevent a decision being finalised within the required timescale and mean that the Cabinet's role would be negated by referral to the Schools' Adjudicator.

5. As objections in relation to the proposal have been received the decision is referred to the Cabinet. The proposed implementation date for the proposal is 1 September 2014.

The Proposal

6. The proposal is to increase the formal published admission number from 30 to 60 children, on a permanent basis from September 2014 (an admission number of 30 has already been published for 2013 although additional pupils may be admitted by agreement between the Local Authority and the governing body). This will eventually increase the school's total capacity from its current 180 places in Years F1- Y6 to a maximum of 360. The proposal is for the school to relocate to a new building within the Kingsmere development (as this is less than two miles from its current location, the relocation does not require statutory procedures). All existing pupils at the school would retain their places at the school during and following its relocation.
7. The proposal also includes an alteration to the lower age limit of the school so that St Edburg's may admit 3 year olds. This will make provision for 26 full time nursery places (52 part time nursery places).

Representations

8. The formal representation (Statutory Notice) phase was from 18th April 2012 to 30th May 2012 and a Statutory Notice (Annex 2) was publicly displayed at St Edburg's CE (A) Primary School, was also available on the OCC website and was published in The Bicester Advertiser newspaper on 18th April 2012.
9. Twelve representations were received of which ten were in favour of the proposal in principle. Seven of these were from staff or governors at St Edburg's.
10. One representation raised a concern about the data published alongside the statutory notice giving details of the sufficiency of early years providers in the Bicester area. This representation was made by Chesterton Playgroup, located in the village of Chesterton just outside Bicester and brought to the attention of the School Organisation & Planning team that the data against this playgroup was incorrectly recorded in terms of their Ofsted grade and number of places offered. This mistake was immediately rectified, and updated and verified data (Annex 4) was posted on the OCC website in place of the previous document. The playgroup were also concerned that St Edburg's proposal to admit 3 year olds would affect the number of children attending their setting.

CEF's response to this concern, made to Chesterton Playgroup, is as follows:

We sincerely apologise that the Ofsted outcome stated for Chesterton playgroup was incorrectly listed as 3 (satisfactory) instead of 2 (good). We have immediately reviewed this annex and amended the information on the website. We have also added a note on the footer of the table to clarify that the stated sufficiency number for private and voluntary settings is not the capacity but based on the maximum number of government-funded children claimed in the year leading up to the annual analysis of places.

The supplementary data is part of a standard set that the DfE require is published for all statutory proposals, but please be assured that the Ofsted outcomes have not been one of the drivers for proposing the change. The school will serve a new housing development that will mean a significant increase in demand for both school and early years places in Bicester and its surrounds. It is longstanding County policy that any newly built Primary school should include a nursery class.

We note your concerns regarding current spare capacity at Chesterton Playgroup, but expect that with the planned increase in government-funded places for 2 year olds, combined with the projected population growth there will be a continued and increasing demand for a wide range of places. We hope therefore that Chesterton Playgroup will also see increased numbers as a result of this growth.

11. One representation was submitted from the governing body of Chesterton CE (VA) Primary School objecting to the proposal. The representation is attached to this paper as Annex 5 and raises concerns around the impact of the expansion of St Edburg's on Chesterton Primary's intake of pupils from both Bicester town and Wendlebury village. CEF's response is as follows:

This statutory notice is solely about whether St Edburg's school should expand. It is not related to any future catchment area changes, as these would be the subject of separate consultation in the future. No decisions have been made on catchment areas at the current time.

The size of the Kingsmere development is such that a 2 form entry primary school is required to provide sufficient pupil places for the community that will occupy the new houses. Without a 2 form entry school on the site, there would not be enough places for all children of school age that the development will generate. When Kingsmere is fully occupied it is therefore the expectation that almost all St Edburg's pupils will live within the development.

Forecasts for pupil numbers across Bicester are rising with all housing development planned in the town and nearby (in addition to Kingsmere) additional pupil places will be needed quite apart from the expansion of St Edburg's as the expectation is that Bicester Partnership schools will be operating very close to full capacity. For this September 2012 Chesterton's admission number of 23 has been fully allocated already and late applications for places are being made for many Bicester schools. This increased demand

for pupil places in Bicester is forecast to be sustained and to increase in the coming years.

Like all parents, those living in Wendlebury will remain free to express a preference for any school they wish their child to attend and many of these parents choose Chesterton School because it is a “village community”. This will remain unchanged and the contrast between a larger and more modern St Edburg’s and Chesterton’s “village” school will be greater than it is currently, making both schools very different “offers” for parents to choose from.

It has been the LA’s policy to include Nursery classes at all new primary schools for some years, and we expect that with the planned increase in government-funded places for 2 year olds, combined with the projected population growth there will be a continued and increasing demand for a wide range of places.

12. As objections have been made to the proposal, the decision on whether to implement the proposal is referred to the Cabinet.

Legal background

13. School expansions are subject to statutory procedures, as established by The Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended). Local authorities also have a duty to have regard to statutory guidance, in this particular case ‘Making Changes to a Maintained Mainstream School’ and “Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form” (“the Guidance”). When reaching a decision, Cabinet must have regard to The Guidance. Cabinet is referred in particular to pages 19 to 40 of both sets of The Guidance.
14. In terms of reaching a decision all proposals should be considered on their merits but the following factors should be borne in mind but are not considered to be exhaustive. The Decision Maker should consider the views of all those affected by the proposals. The Cabinet, as Decision Maker, must be satisfied that the statutory consultation has been carried out prior to the publication of the notice. Details of the consultation should be included in the proposals. The Decision Maker must be satisfied that the consultation meets statutory requirements. If the requirements have not been met, the Decision Maker may judge the proposals to be invalid and should consider whether they can make a decision on the proposals. Alternatively the Decision Maker may take into account the sufficiency and quality of the consultation as part of their overall judgement of the proposals as a whole.
15. **The effect on standards, school improvement and diversity.** The government aims to create a dynamic system shaped by parents that delivers excellence and equality, closing weak schools, encouraging new providers and popular schools to expand. Decision Makers should be satisfied that the proposals will contribute to raising local standards of provision and improved

attainment and consider the impact on choice and diversity. They should pay particular attention to the effect on groups that tend to under-perform including children from certain ethnic minorities and deprived backgrounds. The decision-maker should consider how the proposals will help deliver the 'Every Child Matters' principles.

16. **School characteristics.** The Decision Maker should consider whether there are any sex, race or disability discrimination issues that arise and whether there is supporting evidence to support the extension and take into account the existence of capacity elsewhere. The Decision Maker needs to consider the accessibility of the provision for disadvantaged groups as the provision should not unduly extend journey times or cost.
17. **Need for places.** The Decision Maker should consider whether there is a need for the expansion and should consider the evidence presented for the expansion. There is a strong presumption that proposals to expand popular and successful schools should be approved. If surplus capacity exists in neighbouring schools the Decision Maker should ask how it is planned to tackle any consequences for other schools.
18. **Funding and land.** The Decision Maker should be satisfied that any land, premises and capital required to implement the proposals will be available.

Financial and Staff Implications

19. The financial implications of the current report are linked to the capital works that will be carried out should the proposals be approved, and these are the subject of separate legal agreements with the Oxford Diocese and the school who will procure the new premises. The agreement contains minimum standards for the facilities to be provided from S.106 monies secured by the Authority and for the transfer of capital receipts from the sale of the existing site to fund necessary additional school places in the schools serving the area served by the existing St Edburg's CE(A) Primary School site. There will also be on-costs for the school for additional staff and increased maintenance requirements.
20. The decision to proceed with the statutory process to expand the school was made prior to a detailed funding agreement being signed where heads of terms for the transfer of capital between the parties was agreed. This funding agreement is has now signed.
21. The need for a two form entry primary school on this strategic site is identified in the Authority's forward Capital Programme.
22. Publication of a statutory proposal to expand the school requires confirmation that capital funding is available for the scheme.

Equality and Inclusion Implications

- 23.** The Equality Impact Assessment of Oxfordshire's Pupil Place Plan (June 2011) identified that increasing school places at the heart of their communities has a positive impact on equalities through promoting social inclusion and minimising barriers to accessing education. The relocation and expansion of St Edburg's CE (A) Primary School will ensure that it is at the heart of the new Kingsmere development's community.

Decision

21. In considering the proposals for a school expansion, the Decision Maker can decide to:
- Reject the proposals;
 - Approve the proposals;
 - Approve the proposals with a modification (e.g. the implementation date); or
 - Approve the proposals subject to them meeting a specific condition (see the Guidance).

RECOMMENDATION

The Cabinet is RECOMMENDED to approve the permanent expansion of St Edburg's CE (A) Primary School, Bicester and the alteration to its lower age range with effect from 1 September 2014.

Jim Leivers
Director for Children's Services

Annexes: Annex 1: Cabinet report 16 February 2011
 Annex 2: Statutory notice
 Annex 3: Statutory proposal
 Annex 4: Bicester Early Years Providers Data
 Annex 5: Representation from Chesterton CE (A) Primary
 School governing body

Contact Officer: Diane Cameron – School Organisation Officer, School
 Organisation & Planning, CEF. Tel: 01865 816445

July 2012

Division(s): Bicester

COPY

CABINET– 16 February 2011**PROPOSAL TO LOWER THE AGE RANGE, EXPAND AND RELOCATE ST EDBURG'S CE (A) PRIMARY SCHOOL, BICESTER****Report by Children, Young People & Families****Introduction**

1. St Edburg's CE (A) Primary School has a published admission number of 30 children. The current age range is 4-11 years. The proposal is directly related to the proposed development of 1585 houses at SW Bicester, now known as Kingsmere, development. A previous consultation exercise was undertaken by Governors in 2007 when it was believed the new SW Bicester development was about to commence. That consultation was in favour of the proposal to lower the age range and expand the size of the school at the same time as relocating it to the new site to serve that new community. The proposed development did not commence as a direct result of the slowdown in the economy and therefore no statutory notice to implement the outcomes of the consultation was made. Under the provisions of the Education and Inspections Act 2006 (EIA 2006) such consultation exercises are only valid for a period of three years. The development has now commenced at a slower rate and it is anticipated that a new school will be needed as originally intended and provided for in the infrastructure agreements for the site. The first houses are likely to be ready for occupation from May 2011.
2. The Governors of St Edburg's CE (A) Primary school have completed a further consultation exercise on a similar proposal and the outcomes are set out below.
3. For September 2011 the school's admission number has been published as 30 but the school is not currently full and will have space to accommodate the children generated from the first phase of development on the site. This is seen as essential so that the new community has clear continuity of education provision as early as possible. Current pupils would be guaranteed places in the new school. However, once the new school is available it will serve the new community. The part of Bicester town currently served by this school will be divided between other schools in the town. Further consultation exercises to vary catchment areas will need to be brought forward by the Authority in due course. These will take into account all the large developments proposed in and around Bicester to 2026.
4. Although the new school buildings will be on a new site, the main entrance of the proposed relocated school will be within 2 miles of the existing site and is therefore not subject to requirements to hold a competition to identify other potential education providers for the school.

5. There are five statutory stages for a proposal to lower the age range expand a school:
 - i. consultation;
 - ii. publication of a statutory notice;
 - iii. representation;
 - iv. decision;
 - v. implementation.

Under the terms of the EIA 2006 and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended) such a proposal to lower the age range of the school and enlarge premises can be brought by the Governors of an aided school. The Local authority will act as decision maker for such proposals. This proposal has completed the first consultation stage, and a decision is now sought on whether to support the publication of a statutory notice by the school. Funding for the new school buildings has been secured by the authority as part of infrastructure payments to be made by the developer (S.106 contributions). One of the key 'triggers' for the release of the site for the school and the infrastructure payments is the completion of the statutory procedures required by the EIA 2006. It is anticipated that the proceeds of the sale of the existing site will be used to fund any necessary expansions to provision in existing schools as a result of this proposal. Brookside Primary school has already been expanded through forward funding by the Authority to support the initial impacts of this move.

The Proposals

6. There are two related proposals: (i) to lower the age range by the addition of a nursery class and (ii) increase the admission number from 30 to 60 children, on a permanent basis from September 2014 and enlarge school premises by relocating to a new site. This will eventually increase the school's total roll from 180 children in Years 1-6 to a maximum of 360.
7. To accommodate this growth in pupil numbers, a new two form entry school complex is proposed and a feasibility study is underway as to how this can best be provided.

Representations

8. The Stage 1 consultation phase was held between 1 November and 17 December 2010 and a consultation document (Annex 1) was sent to parents of children at St Edburg's CE(A) Primary School, as well as to the list of interested parties shown at Annex 2. Sixteen responses were received. Eleven respondents supported the proposal and five respondents expressed concerns about the proposal. The full report to the meeting of the Governing Body on 31 January 2011 is attached as Annex 2. The previous consultation exercise was held in 2007. Fifty eight responses were received. Thirty seven respondents supported the proposal, twenty respondents expressed concerns about the proposal and one respondent was neutral.

9. Reasons for supporting the proposal included:
 - Expansion will provide new purpose built school places for children.
 - Expansion will cater for the new development and offer a Church of England ethos.
 - Expansion will allow the school to offer more opportunities community involvement.
 - A larger school could offer a greater breadth of specialisms among staff and therefore enrich educational opportunities for pupils.

10. The following concerns were raised:
 - Greater distance from and affinity with St Edburg's church.
 - Increased walking distance for existing pupils.
 - The ethos of a smaller school will be lost.
 - Potential deterioration of the fabric of existing buildings while the new school is being built.
 - Existing pupils will need to cross a busy road to access the new school buildings.
 - Parents from the first phase of housing may choose to send their children to Kings Meadow Primary School.

11. With respect to concerns about access to the school site the school has undertaken to organise, with parental support, a walking bus for existing pupils for a limited period. As part of the overall concept for this development there will be a footbridge over the Middleton Stoney Road provided by the developers which should ensure that it is safe for pedestrians to cross this busy road.

12. With respect to concerns about the ethos of a larger school, the proposed model is one of the preferred models of school organisation in Oxfordshire, particularly in the county towns. Other existing two form entry schools in the town such as Bure Park, Kings Meadow and Langford Village primary schools are oversubscribed and popular schools. The Governing body are committed to providing equally good pastoral care in the new setting.

13. With respect to the view that parents from the first phases of the new development will choose to send their children to Kings Meadow Primary School before the new school is built, it is accepted that by law parents have the right to express a preference for the school place of their choice. Kings Meadow Primary School is closer to that first phase of housing but is already oversubscribed in many year groups. St Edburg's Primary School has just been judged by Ofsted to be 'Good with outstanding features' which underlines the quality of education offer available together with certainty of continuity of education in the new school once built.

14. As objections in relation to the proposal have been raised, the decision on whether to support the publication of a formal statutory proposal by the

Governors of the school is referred to the Cabinet rather than the Cabinet Member for Schools Improvement.

Making a Decision

15. Sections 18 to 24 of the Education & Inspections Act 2006 and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended) ["the Prescribed Alterations Regulations"] establish the procedures that must be followed when lowering the age range of a school and enlarging school premises. Local authorities and governing bodies also have a duty to have regard to statutory guidance, in this particular case 'Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form: A Guide for Local Authorities and Governing Bodies' and 'Making Changes To A Maintained Mainstream School (Other Than Expansion, Foundation, Discontinuance & Establishment Proposals)' ("the Guidance").
16. The Prescribed Alterations Regulations require proposers to consult interested parties and the Guidance lists these at paragraph 1.3. The Cabinet must be satisfied that the statutory consultation has been properly carried out prior to the publication of the notice. Annex 2 provides details of the Governors' consultation with interested parties that are required to be consulted with under the Prescribed Alterations Regulations and Guidance. The period of consultation is not prescribed by legislation, although the Guidance recommends a minimum of 4 weeks in respect of an enlargement and a minimum of 6 weeks in relation to the alteration of lower age limit. The consultation period was in line with the Guidance having run from 1 November to 17 December 2010, thereby meeting the minimum requirements for both the age limit alteration and enlargement proposals. The consultation was therefore carried out in accordance with the Prescribed Alterations Regulations and Guidance.
17. At its meeting on 31 January 2011 the Governors of the school agreed to proceed with the publication of formal proposals for this expansion subject to the support of the County Council and the completion of the necessary financial undertakings referred to at paragraphs 20 to 22 inclusive below.
18. A decision is now required as to whether to support the publication of formal proposals for this expansion and the lowering of the age limit. If approved, a statutory notice would be published, followed by a formal representation period of four weeks in relation to the enlargement and 6 weeks in relation to the lowering of the age limit. The decision-making power in terms of determining the notice will lie with the Cabinet, and a report will be put to the Cabinet Member for Schools Improvement if no representations are received, or to Cabinet if representations are received, for a final decision in due course.

Equality and Inclusion Implications

19. There are not considered to be any equality and inclusion implications arising from this proposal.

Financial and Staff Implications

20. At this stage a decision is sought on whether to support the publication of statutory proposals, and so there are no financial or staff implications arising directly from this report. If the proposal proceeds, following the statutory representation period (stage 3) there would be another report to Cabinet in due course seeking a final decision on whether to expand the school and to lower the age limit. The financial implications of the current report are linked to the capital works that will be carried out should the proposals be approved, and these will be the subject of a separate legal agreements with the Oxford Diocese and the school who would procure the new premises. Such an agreement will contain minimum standards for the facilities to be provided from S.106 monies secured by the authority and for the transfer of capital receipts from the sale of the existing site to fund necessary additional school places in the schools serving the area served by the existing St Edburg's CE(A) primary school site. There will also be on-costs for the school for additional staff and increased maintenance requirements.
21. The decision to proceed with the statutory process to expand the school is normally done prior to detailed funding agreements being signed where heads of terms for the transfer of capital between the parties has been formally agreed. These are currently being finalised. There is some urgency associated with the progress of this statutory proposal to enable the release of the new site and infrastructure payments to allow delivery of the new school in good time to serve the new community. The need for a two form entry primary school on this strategic site is identified in the Authority's forward Capital Programme. The costs of the statutory process recommended in this paper are planned for and met within the normal CYP&F budget provision. There are no significant financial implications or risks at this stage.
22. Publication of a statutory proposal to expand the school requires confirmation that capital funding is available for the scheme.

RECOMMENDATIONS

The Cabinet is RECOMMENDED to support the publication of a statutory notice for the following related proposals: (i) to expand St Edburg's CE(A) Primary School, Bicester by the school governors and (ii) to lower the age range

MEERA SPILLETT
Director for Children, Young People & Families

Contact Officer: Allyson Milward, Service Manager School Organisation, Raising Achievement Service, 01865 816447 January 2011

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Proposal to alter the lower age limit and expand St Edburg's CE (A) Primary School, Bicester

Notice is given in accordance with section 19(3) of the Education and Inspections Act 2006 that Governing Body of St Edburg's CE (A) Primary School intends to make a prescribed alteration to St Edburg's CE (A) Primary School (Voluntary Aided) Cemetery Road Bicester OX26 6BB from 01 September 2014.

Due to housing development in Bicester, the proposal is to permanently increase the school admission number from 30 to 60 and to alter the lower age limit to admit children from 3 years old. This means that each year group would consist of up to 60 places, taught in two classes, making a maximum total of 420 pupils (excluding the nursery).

The proposed alteration will make provision for 26 full time nursery pupils (52 part time nursery pupils).

The current capacity of the school is 210 and the proposed capacity will be 420. The current admission number for the school is 30 and the proposed admission number will be 60.

The school will be relocated to a new larger site less than 2 miles away and will become the catchment school for the new Kingsmere housing development in Bicester. All pupils attending the school at this time will automatically retain their place at its new location.

This Notice is an extract from the complete proposal. Copies of the complete proposal can be obtained from Diane Cameron, School Organisation & Planning, Oxfordshire County Council, FREEPOST. Or by email:

StEdburgs2011-manager@myconsultations.oxfordshire.gov.uk or by calling 01865 816445. The complete proposal is also available online at

<http://myconsultations.oxfordshire.gov.uk>

Within six weeks from the date of publication of this proposal, any person may object to or make comments on the proposal by sending them to Diane Cameron, School Organisation & Planning, Oxfordshire County Council, FREEPOST. Or by email:

StEdburgs2011-manager@myconsultations.oxfordshire.gov.uk Responses may also be made via an online questionnaire at <http://myconsultations.oxfordshire.gov.uk>.

Signed: Jim Leivers, Director of Children's Services

Publication Date: 18 April 2012

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PROPOSALS FOR PRESCRIBED ALTERATIONS OTHER THAN
FOUNDATION PROPOSALS: Information to be included in a complete proposal

Extract of Part 1 of Schedule 3 and Part 1 of Schedule 5 to The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended):

In respect of a Governing Body Proposal: School and governing body's details

1. The name, address and category of the school for which the governing body are publishing the proposals.

St Edburg's CE Primary School (Voluntary Aided), Cemetery Road,
Bicester, OX26 6BB

In respect of an LEA Proposal: School and local education authority details

1. The name, address and category of the school.

n/a

Implementation and any proposed stages for implementation

2. The date on which the proposals are planned to be implemented, and if they are to be implemented in stages, a description of what is planned for each stage, and the number of stages intended and the dates of each stage.

To alter the lower age limit of the school to admit children from 3 years old and to increase the Admission Number from 30 to 60 by September 2014.

Objections and comments

3. A statement explaining the procedure for making representations, including

- (a) the date prescribed in accordance with paragraph 29 of Schedule 3 (GB proposals)/Schedule 5 (LA proposals) of The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations

2007 (as amended), by which objections or comments should be sent to the local education authority; and

- (b) the address of the authority to which objections or comments should be sent.

Any objections or comments should be submitted in writing **by 30th May 2012** to:

Diane Cameron
School Organisation & Planning
Oxfordshire County Council
FREEPOST

Or by email to:

StEdburgs2011-manager@myconsultations.oxfordshire.gov.uk

Or via an online questionnaire at <http://myconsultations.oxfordshire.gov.uk>

Alteration description

4. A description of the proposed alteration and in the case of special school proposals, a description of the current special needs provision.

To alter the lower age limit of the school to admit children from 3 years old into a Nursery class, and to increase the Admission Number from 30 to 60 by September 2014. This is to serve a new large housing development in the town.

School capacity

5.—(1) Where the alteration is an alteration falling within any of paragraphs 1 to 4, 8, 9 and 12-14 of Schedule 2 (GB proposals)/paragraphs 1-4, 7, 8, 18, 19 and 21 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended), the proposals must also include —

- (a) details of the current capacity of the school and, where the proposals will alter the capacity of the school, the proposed capacity of the school after the alteration;

Current capacity of the school is 210. The proposed enlargement would expand the school to a capacity of 420, plus a new Nursery class.

- (b) details of the current number of pupils admitted to the school in each relevant age group, and where this number is to change, the proposed number of pupils to be admitted in each relevant age group in the first school year in which the proposals will have been implemented;

St Edburg's CE Primary School has an Admission Number of 30. The proposal is to change the Admission Number to 60 on a permanent basis to serve the need of local residents moving into a new housing development in Bicester. In establishing a Nursery class, 26 full time equivalent places are expected to be offered to 3 year olds.

- (c) where it is intended that proposals should be implemented in stages, the number of pupils to be admitted to the school in the first school year in which each stage will have been implemented;

Up to 60 children will be admitted into F1 (Reception) year group in the first school year in which the increased Admission Number will be implemented. The admission number for existing year groups will remain as 30 but the school will plan for additional places in years 1-6 as demanded by occupiers of the new houses.

- (d) where the number of pupils in any relevant age group is lower than the indicated admission number for that relevant age group a statement to this effect and details of the indicated admission number in question.

The Indicated Admission Number for St Edburg's is currently 28. Current numbers on roll by year group are:

Reception (F1) – 17

Year 1 – 19

Year 2 – 19

Year 3 – 26

Year 4 – 23

Year 5 – 24

Year 6 - 16

(2) Where the alteration is an alteration falling within any of paragraphs 1, 2, 9, 12 and 13 of Schedule 2 (GB proposals) /paragraphs 1, 2, 8, 18 and 19 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to

Maintained Schools) (England) Regulations 2007 (as amended), a statement of the number of pupils at the school at the time of the publication of the proposals.

January 2012 number on roll is 145.

Implementation

6. Where the proposals relate to a foundation or voluntary controlled school a statement as to whether the proposals are to be implemented by the local education authority or by the governing body, and, if the proposals are to be implemented by both, a statement as to the extent to which they are to be implemented by each body.

n/a

Additional Site

7.—(1) A statement as to whether any new or additional site will be required if proposals are implemented and if so the location of the site if the school is to occupy a split site.

A new site is required for the proposed expansion of the school. The main entrance to the new site is less than two miles from the current site of the school in Bicester, in the south west of the town, next to the new housing development which the school will serve. The new site will enable the physical expansion of the school to two form entry from one form entry.

(2) Where proposals relate to a foundation or voluntary school a statement as to who will provide any additional site required, together with details of the tenure (freehold or leasehold) on which the site of the school will be held, and if the site is to be held on a lease, details of the proposed lease.

Oxfordshire County Council is to acquire the freehold interest for the site as part of a formal S106 agreement. The intention is for this to be transferred to the Trustees of St Edburg's CE (A) Primary School.

Changes in boarding arrangements

8.—(1) Where the proposals are for the introduction or removal of boarding provision, or the alteration of existing boarding provision such as is mentioned in

paragraph 8 or 21 of Schedule 2 (GB proposals)/7 or 14 of Schedule 4 to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended) —

- (a) the number of pupils for whom it is intended that boarding provision will be made if the proposals are approved;

n/a

- (b) the arrangements for safeguarding the welfare of children at the school;

n/a

- (c) the current number of pupils for whom boarding provision can be made and a description of the boarding provision; and

n/a

- (d) except where the proposals are to introduce boarding provision, a description of the existing boarding provision.

n/a

(2) Where the proposals are for the removal of boarding provisions or an alteration to reduce boarding provision such as is mentioned in paragraph 8 or 21 of Schedule 2 (GB proposals)/7 or 14 of Schedule 4 (LA proposals) to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended) —

- (a) the number of pupils for whom boarding provision will be removed if the proposals are approved; and

n/a

- (b) a statement as to the use to which the former boarding accommodation will be put if the proposals are approved.

n/a

Transfer to new site

9. Where the proposals are to transfer a school to a new site the following information—

- (a) the location of the proposed site (including details of whether the school is to occupy a single or split site), and including where appropriate the postal address;

The proposed new site is south west of Bicester town centre, within the new Kingsmere housing development, which the school will serve. The site will not be a split site as the current site will be sold.

- (b) the distance between the proposed and current site;

The main entrance of the new school site will be less than two miles from the current school site.

- (c) the reason for the choice of proposed site;

The new site is located within the site of the housing development which it will serve and provide sufficient school places to meet predicted Basic Need pupil demand from that community.

- (d) the accessibility of the proposed site or sites;

The new site will be subject to the usual Building Regulations and Planning laws regarding accessibility.

- (e) the proposed arrangements for transport of pupils to the school on its new site; and

The majority of children attending the school will live in the housing development and will therefore be able to walk/cycle/scoot to the school.

Where St Edburg's is the nearest school to a child's home with an available place and the child is allocated a place there, and the child lives over 2 miles from the school, the Authority will provide transport.

Existing pupils attending St Edburg's who are under 8 years of age, and who live over 2 miles from the new site will be offered free transport.

Existing pupils who are over 8 years of age and who live over 3 miles from the new site will be offered free transport.

- (f) a statement about other sustainable transport alternatives where pupils are not using transport provided, and how car use in the school area will be discouraged.

The majority of pupils will not arrive at the school by vehicular transport as they will largely be drawn from Kingsmere housing development, where the school will be situated. The school will also draw up and implement its own Travel Plan to encourage sustainable low impact travel to school.

Objectives

10. The objectives of the proposals.

To enable sufficient pupil places to be made available to meet the needs of a fast-growing local community and to enable Oxfordshire County Council to fulfil its statutory duty in relation to school place provision. The proposal will also deliver modern purpose-built accommodation, which will enhance the educational offer of the school and, due to modern design, offer new opportunities for community use / extended schools etc.

Consultation

11. Evidence of the consultation before the proposals were published including—

- (a) a list of persons who were consulted;
- (b) minutes of all public consultation meetings;
- (c) the views of the persons consulted;
- (d) a statement to the effect that all applicable statutory requirements in relation to the proposals to consult were complied with; and
- (e) copies of all consultation documents and a statement on how these documents were made available.

- a) A public consultation was held by the governing body of St Edburg's CE Primary School between 1st November and 17th December 2010. Consultation was carried out with staff, governors and parents of

children at the school, local councillors and MPs, relevant trade unions, other Bicester school and other interested parties. Prior to this, a previous consultation was held in 2007, when the housing development was believed to be starting at an earlier date.

b) n/a

c) During the public consultation, sixteen responses were received. Eleven were in favour of the proposal and five raised concerns about the proposal.

.....
Reasons for supporting the proposal included:

- Expansion will provide new purpose built school places for children.
- Expansion will cater for the new development and offer a Church of England ethos.
- Expansion will allow the school to offer more opportunities community involvement.
- A larger school could offer a greater breadth of specialisms among staff and therefore enrich educational opportunities for pupils.

The following concerns were raised:

- Greater distance from and less affinity with St Edburg's church.
- Increased walking distance for existing pupils.
- The ethos of a smaller school will be lost.
- Potential deterioration of the fabric of existing buildings while the new school is being built.
- Existing pupils will need to cross a busy road to access the new school buildings.
- Parents from the first phase of housing may choose to send their children to Kings Meadow Primary School.

d) All statutory requirements were complied with.

e) Consultation leaflets were sent via the school to parents, local primary and nursery schools, councillors and MPs and other stakeholders.

Project costs

12. A statement of the estimated total capital cost of the proposals and the breakdown of the costs that are to be met by the governing body, the local education authority, and any other party.

£6.2 million (index linked) has been secured as part of the S106 agreement for this proposal. An agreement has been reached with the Oxford CE Diocese Board of Education for transfer of capital monies to procure the

school buildings.

13. A copy of confirmation from the Secretary of State, local education authority and the Learning and Skills Council for England (as the case may be) that funds will be made available (including costs to cover any necessary site purchase).

The financial implications of the proposal are linked to the capital works that will be carried out should the proposals be approved, and these will be the subject of a separate legal agreement with the Oxford Diocese and the school who would procure the new premises. Such an agreement will contain minimum standards for the facilities to be provided from S.106 monies secured by Oxfordshire County Council and for the transfer of capital receipts from the sale of the existing site to fund necessary additional school places in the schools serving the area served by the existing St Edburg's CE (A) primary school site. There will also be on-costs for the school for additional staff and increased maintenance requirements.

The provision of a two form entry primary school on this strategic site is identified in the county council's forward Capital Programme. The costs of the statutory process are met within the normal Children, Education & Families budget provision.

The school site and capital funds secured through the S106 agreement are to be transferred to Oxford Diocesan Board of Education (ODBE) for the provision of this school. Terms for a formal transfer agreement have been agreed between Oxfordshire County Council and ODBE.

Age range

14. Where the proposals relate to a change in age range, the current age range for the school.

The current age range of the school is 4 - 11. The proposed age range is 3 - 11.

Early years provision

15. Where the proposals are to alter the lower age limit of a mainstream school so that it provides for pupils aged between 2 and 5—

- (a) details of the early years provision, including the number of full-time and part-time pupils, the number and length of sessions in each week, and the services for disabled children that will be offered;

26 fte (full time equivalent) Nursery places are expected to be created.

- (b) how the school will integrate the early years provision with childcare services and how the proposals are consistent with the integration of early years provision for childcare;

3 year olds will receive early years provision through the new school Nursery and there is a good supply of childminders in Bicester with the capacity for the children aged 2 and under (sufficiency assessed by Children, Education & Families, OCC).

- (c) evidence of parental demand for additional provision of early years provision;

Pre-school at the current school site is oversubscribed. Community the school will serve is not in place as it is a new housing development.

- (d) assessment of capacity, quality and sustainability of provision in schools and in establishments other than schools who deliver the Early Years Foundation Stage within 3 miles of the school; and

Full details are attached at Annex 1. All Ofsted judgements are satisfactory or higher. Although there is a small element of spare capacity in other schools and settings within the 3 mile radius, the likely closure of the First and Second Steps Pre-School will mean a loss of 50% of the places in the Bicester Town ward. We need to factor in new places to make up for this loss and for projected population growth related to the new housing development.

- (e) reasons why such schools and establishments who have spare capacity cannot make provision for any forecast increase in the number of such provision.

Consultations will be held on proposals to alter the catchment areas within Bicester town so that schools with spare capacity currently will admit children who would otherwise have fallen within the existing catchment area of St Edburg's current site. For this reason, spare capacity at other schools in the town will be filled, and St Edburg's new site must establish additional provision for Early Years Foundation Stage to serve the needs of the new

housing development.

The size of development for which planning consent has been issued is 1626 houses. Current forecasts for the town to 2017/18 indicate that existing places will be required to serve underlying demographic pressures. Realignment of some catchment areas to reflect pupil residence and that the additional pupils to be generated from the Kingsmere development will require further capacity to be provided.

Changes to sixth form provision

16. (a) Where the proposals are to alter the upper age limit of the school so that the school provides sixth form education or additional sixth form education, a statement of how the proposals will—

- (i) improve the educational or training achievements;
- (ii) increase participation in education or training; and
- (iii) expand the range of educational or training opportunities for 16-19 year olds in the area;

N/A

(b) A statement as to how the new places will fit within the 16-19 organisation in an area;

N/A

(c) Evidence —

- (i) of the local collaboration in drawing up the proposals; and
- (ii) that the proposals are likely to lead to higher standards and better progression at the school;

N/A

(d) The proposed number of sixth form places to be provided.

N/A

17. Where the proposals are to alter the upper age limit of the school so that the school ceases to provide sixth form education, a statement of the effect on the supply of 16-19 places in the area.

N/A

Special educational needs

18. Where the proposals are to establish or change provision for special educational needs—

- (a) a description of the proposed types of learning difficulties in respect of which education will be provided and, where provision for special educational needs already exists, the current type of provision;

N/A

- (b) any additional specialist features will be provided;

N/A

- (c) the proposed numbers of pupils for which the provision is to be made;

N/A

- (d) details of how the provision will be funded;

N/A

- (e) a statement as to whether the education will be provided for children with special educational needs who are not registered pupils at the school to which the proposals relate;

N/A

- (f) a statement as to whether the expenses of the provision will be met from the school's delegated budget;

N/A

- (g) the location of the provision if it is not to be established on the existing site of the school;

N/A

- (h) where the provision will replace existing educational provision for children with special educational needs, a statement as to how the local education authority believes that the new provision is likely to lead to improvement in the standard, quality and range of the educational provision for such children; and

N/A

- (i) the number of places reserved for children with special educational needs, and where this number is to change, the proposed number of such places.

N/A

19. Where the proposals are to discontinue provision for special educational needs—

- (a) details of alternative provision for pupils for whom the provision is currently made;

N/A

--

- (b) details of the number of pupils for whom provision is made that is recognised by the local education authority as reserved for children with special educational needs during each of the 4 school years preceding the current school year;

N/A

- (c) details of provision made outside the area of the local education authority for pupils whose needs will not be able to be met in the area of the authority as a result of the discontinuance of the provision; and

N/A

- (d) a statement as to how the proposer believes that the proposals are likely to lead to improvement in the standard, quality and range of the educational provision for such children.

N/A

20. Where the proposals will lead to alternative provision for children with special educational needs, as a result of the establishment, alteration or discontinuance of existing provision, the specific educational benefits that will flow from the proposals in terms of—

- (a) improved access to education and associated services including the curriculum, wider school activities, facilities and equipment with reference to the local education authority's Accessibility Strategy;
- (b) improved access to specialist staff, both educational and other professionals, including any external support and outreach services;
- (c) improved access to suitable accommodation; and
- (d) improved supply of suitable places.

N/A

Sex of pupils

21. Where the proposals are to make an alteration to provide that a school which was an establishment which admitted pupils of one sex only becomes an establishment which admits pupils of both sexes—

- (a) details of the likely effect which the alteration will have on the balance of the provision of single sex-education in the area;

N/A

- (b) evidence of local demand for single-sex education; and

N/A

- (c) details of any transitional period which the body making the proposals wishes specified in a transitional exemption order (within the meaning of section 27 of the Sex Discrimination Act 1975).

N/A

22. Where the proposals are to make an alteration to a school to provide that a school which was an establishment which admitted pupils of both sexes becomes an establishment which admits pupils of one sex only—

- (a) details of the likely effect which the alteration will have on the balance of the provision of single-sex education in the area; and

N/A

- (b) evidence of local demand for single-sex education.

N/A

Extended services

23. If the proposed alterations affect the provision of the school's extended services, details of the current extended services the school is offering and details of any proposed change as a result of the alterations.

N/A

Need or demand for additional places

24. If the proposals involve adding places—

- (a) a statement and supporting evidence of the need or demand for the particular places in the area;

The proposal is directly related to the development of an additional 1626 new houses in the Kingsmere development. For September 2011 the school's admission number has been published as 30 but the school is not currently full and will have space to accommodate the children generated from the first phase of development on the site which is now underway. This is essential so that the new community has clear continuity of education provision as early as possible. Current pupils would be guaranteed places in the new school. However, once the new school is available it will serve the new community. The part of Bicester town currently served by this school will be divided between other schools in the town. Further consultation exercises to vary catchment areas will need to be brought forward by the Authority in due course. These will take into account all the large developments proposed in and around Bicester to 2026.

- (b) where the school has a religious character, a statement and supporting evidence of the demand in the area for education in accordance with the tenets of the religion or religious denomination;

There are no other Church of England schools in Bicester town and one Roman Catholic Aided primary school. During the public consultation, one of the reasons given for support of the proposal was that the school would continue to offer a Church of England ethos, which no other school in the town does.

- (c) where the school adheres to a particular philosophy, evidence of the demand for education in accordance with the philosophy in question and any associated change to the admission arrangements for the school.

n/a

25. If the proposals involve removing places—

- (a) a statement and supporting evidence of the reasons for the removal, including an assessment of the impact on parental choice; and

n/a

- (b) a statement on the local capacity to accommodate displaced pupils.

n/a

Expansion of successful and popular schools

25A. (1) Proposals must include a statement of whether the proposer considers that the presumption for the expansion of successful and popular schools should apply, and where the governing body consider the presumption applies, evidence to support this.

(2) Sub-paragraph (1) applies to expansion proposals in respect of primary and secondary schools, (except for grammar schools), i.e. falling within:

(a) (for proposals published by the governing body) paragraph 1 of Part 1 to Schedule 2 or paragraph 12 of Part 2 to Schedule 2;

(b) (for proposals published by the LA) paragraph 1 of Part 1 to Schedule 4 or 18 of Part 4 to Schedule 4

of the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 (as amended).

The presumption for the expansion of successful and popular schools does not apply in this case.

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Sufficiency of Early Years Provision - Including Ofsted Judgements

Ofsted Number	Provider Name	Sector	Ofsted Judgement	Inspection Date	Maximum Recorded In-take/ Capacity	Ward	No 3&4's in Ward	3&4's in ward within Partnership	Ward Sufficiency based on maximum take-up/ Capacity	Partnership Sufficiency based on maximum take-up/ Capacity
133875	Chesterton Playgroup	V	3/3	26/09/2005	15	Ambrosden and Chesterton	102	102	140%	117%
134711	Ambrosden Village Pre-School	V	2/3	27/02/2008	18					
133889	Tiddlywinks Playgroup	V	3/3	20/03/2008	11					
3082	Chesterton Church of England Primary School	M	3	20/10/2009	17					
1027	Five Acres Nursery School	M	3	22/03/2011	52					
2200	Five Acres Primary School	M	3	10/03/2009	30					
EY257167	Outset Day Nursery	P	2	20/04/2011	24	Bicester East	159	159	126%	
134828	Rainbow Playgroup	V	2	17/03/2009	45					
EY363131	The King's Pre-School Bicester	V	3/3	03/07/2008	10					
133862	Toad Hall Day Nursery	P	1	23/02/2009	29					
7029	Bardwell Special School	S	-	-	6					
2211	Glory Farm Primary School	M	2	17/03/2009	86					
133864	Bubbles Pre-school	V	2	28/06/2011	63	Bicester North	292	292	116%	
134308	Busy Bees Day Nursery (Bicester)	P	2/3	25/01/2008	43					
2610	Bure Park Primary School	M	3	15/10/2009	120					
2607	Southwold Primary School	M	3	28/06/2011	112					
2608	Langford Village Community Primary School	M	3	18/10/2010	140	Bicester South	178	178	79%	
133867	First and Second Step Pre-school	V	2	02/03/2011	42	Bicester Town	88	88	245%	
EY342511	Child First (Bicester)	P	3	31/01/2011	31					
EY365229	Courtyard Pre-School	P	2/2	04/06/2008	34					
2207	Longfields Primary School	M	3	25/01/2010	79					
3505	St Edburg's Church of England (VA) Sch, Bicester	M	2	11/01/2011	30					
133868	Jack & Jill Playgroup	V	3	11/07/2011	50	Bicester West	173	173	165%	
133911	Nichola Philip	C	-	-	3					
2202	Brookside Primary School	M	2	17/11/2010	97					
2210	King's Meadow School	M	1	10/03/2008	90					
3824	St Mary's Catholic Primary School, Bicester	M	3	21/10/2010	45					
133885	Launton Playgroup	V	2	16/07/2009	20	Launton	41	41	122%	
3085	Launton Church of England School	M	3	02/07/2009	30					

Ofsted Judgement - #/# relates to combined inspection reports which were carried out prior to September 2008. Each setting was given 2 judgements, the first for care and the second for Nursery Education

- 1 Outstanding
- 2 Good
- 3 Satisfactory

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CHESTERTON (CE, VA) PRIMARY SCHOOL

GOVERNORS' RESPONSE TO THE PROPOSALS TO ST.EDBURG'S (CE) PRIMARY SCHOOL

The School Governors met on Thursday May 17th and discussed the above proposals.

(i) **P.10 Consultations on catchment areas**

Concern was expressed over the future allocation of pupils living in Wendlebury. At present 'Wendlebury children' are zoned to St.Edburg's but, in practice, very few if any attend that School. Indeed the Authority provides free transport from Wendlebury to Chesterton School. In any redistribution of catchment areas Chesterton School would wish to see Wendlebury formally placed in our catchment area. This reflects current practice and the fact that Wendlebury Parish is in the Akeman Benefice along with Chesterton & Middleton Stoney. It is also a 'village community' as is Chesterton.

(ii) **P.16 Other Church of England schools in Bicester**

The statement says that there are 'no other Church of England schools in Bicester town' – this may be technically correct but fails to note that Chesterton School is a Voluntary Aided Church of England School and, at present, the Kingmere development lies in Chesterton Parish. The School draws heavily on 'Bicester children' whose parents want them to attend a Church of England school, although they are not in our catchment area. We would not wish to lose this important client base.

(iii) **P.6 Future access to St.Edburg's**

The proposed arrangements for transport says that 'the majority of children attending the school will be able to walk/cycle/scoot to the school'. This is equally true of Chesterton where two footpaths/cycleways will make access to Chesterton from Kingsmere even easier than at present.

Since Kingsmere is in Chesterton Parish, at least for the time being, and Chesterton School draws on the parish for pupils and is also a V.A. School the Governors feel that prior consultation directly with them would have been appropriate in the circumstances. The Governors request assurances that the doubling of the intake and the addition of a Nursery unit at the relocated St.Edburgs will not have a deleterious impact upon the future viability of the School. We are already aware of the potential impact of the Upper Heyford 'Free School' upon the options for children living in Middleton Stoney.

Philip Clarke
Chair of Governors
28th May, 2012

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Division(s): Isis Ward

CABINET – 17 JULY 2012

PROPOSAL TO EXPAND ST EBBE’S CE (A) PRIMARY SCHOOL, OXFORD

Report by Director for Children’s Services

Introduction

1. St Ebbe’s CE (A) Primary School’s published admission number is 45. However, the school is very popular and has been oversubscribed for the last few years. For the September 2012 intake, the school has agreed to admit 60 children into Reception (F1) at the request of Oxfordshire County Council, in order to meet growth in demand for pupil places in Oxford. This arrangement relates only to the 2012 intake

2. Demand for pupil places across Oxfordshire generally has risen and in recent years Oxford city has experienced a significant and sustained rise in primary pupil numbers. To meet this demand additional places have been created in other Oxford primary schools each year since 2008. Looking to the future, significant additional housing is included in Oxford City Council's Core Strategy, which will, in turn, lead to increased pupil numbers across Oxford. The proposal to expand St Ebbe’s CE (A) Primary School acknowledges that the community the school serves has grown, and that several other primary schools in the city have expanded recently due to this growth being sustained.

3. St Ebbe’s CE (A) Primary School is a Voluntary Aided Church of England school for children aged 4-11 in the Grandpont area of Oxford city. The total current number of children on roll (as at April 2012) is 299 as shown below:

Year Group	Reception (F1)	1	2	3	4	5	6
Pupil Number	45	45	44	46	41	40	38

4. For September 2012 60 children have been allocated a place, and 59 of these chose the school as their first preference. 10 children have been refused a place and there may also be late applicants. In September 2011, 53 parents chose the school as their first preference, with 45 places allocated.

5. There are five statutory stages for a proposal to expand a school:

1. consultation;
2. publication of a statutory notice;
3. representation;
4. decision;
5. implementation.

This proposal has completed the first consultation stage, and a decision is now sought as to whether to support the governing body in its wish to proceed to publication of a statutory notice and representation.

The Proposal

6. The governing body's proposal is to increase the school admission number (at F1 entry) from 45 to 60. Because the published admission number for 2012 and 2013 has already been published, the school's admission number can only now formally change from September 2014. However, the school has agreed to accept over its official admission number in 2012 and has written into its policy for 2013 that it may agree to do the same to work with the Local Authority to meet demand for places.
7. To accommodate this growth in pupil numbers, there will be some extension of the school's buildings, and a feasibility study is underway to investigate how this can best be provided. Accommodation exists for the additional pupils to be admitted as agreed for September 2012.

Representations

8. During the Stage 1 consultation phase (2nd May 2012 – 20th June 2012) an informal drop-in session was held at the school for any parents to discuss their concerns with a county council officer and the Headteacher. A consultation document (Annex 1) was sent to parents of children at the school, as well as to local councillors, other schools and early years providers in the area, and other stakeholders; it was also available on the OCC website.
9. 7 responses were received. 3 respondents supported the proposal in principle, 2 respondents raised concerns about the proposal and 2 respondents expressed no preference but raised a concern.
10. The reasons given for supporting the proposal were:
Expansion will provide school places for local children; the importance of children being able to attend their local school.

The following concerns were raised:

- Traffic around the school. (2 respondents).
Officer comment: The County Council Development Control team are being consulted as part of the feasibility study and the proposed capital project will be subject to Planning scrutiny in the usual way. The school

will also be required to update its travel plan to reflect the increased pupil numbers. It is expected that most of the children will live within walking distance.

- Concern about sufficient permanent buildings and playing field being provided (2 respondents)
Officer comment: *The feasibility study will investigate all options for providing sufficient accommodation for the increased numbers in a timely fashion, including both classroom and non-classroom spaces, and will deliver programmes and costs for the complete expansion of the school to 2 form entry. Playing field sufficiency is subject to statutory limits for pupil numbers and no development of the site will be permitted that creates a shortfall of playing field.*
- Query as to whether other nearby schools could be expanded instead (1 respondent)
Officer comment: *the Local Authority has expanded, or is in the process of expanding, all Oxford city primary schools to meet Basic Need demand for pupil places. The nearest school to St Ebbe's is New Hinksey CE Primary School and the LA has worked closely with this school over the last two years to create as many places as possible. Unfortunately this school is on a very constrained site and options are severely limited. The Headteacher at New Hinksey send a positive response to this consultation for St Ebbe's.*
- Query as to the ability of the school to support additional children who may be having difficulties with their learning if pupil numbers increase (1 respondent)
Officer comment: *as increased pupil numbers bring greater financial resources, it may be that the school would find it easier to resource effectively the learning support for individual pupils' learning paths required than is currently the case.*

11. With respect to accommodation, the feasibility study will identify how accommodation can be provided to meet the statutory requirements for a 2 form entry school. This feasibility study is being carried out in full consultation with the school's governors and is being run by the Diocese. The final timeline for the capital project will be confirmed during the feasibility study.
12. As concerns in relation to the proposal have been raised, the decision on whether to publish a formal statutory proposal is referred to the Cabinet rather than the Cabinet Member for Education.

Making a Decision

13. Sections 18 to 24 of the Education & Inspections Act 2006 and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended) ["the Prescribed Alterations Regulations"] establish the procedures that must be followed when enlarging school premises. Local authorities also have a duty to have regard to statutory

guidance, in this particular case 'Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form: A Guide for Local Authorities and Governing Bodies ("the Guidance").

14. The Prescribed Alterations Regulations require proposers to consult interested parties and the Guidance lists these at paragraph 1.3. The Cabinet must be satisfied that the statutory consultation has been properly carried out prior to the publication of the notice. Annex 2 provides details of the County Council's consultation with interested parties that are required to be consulted with under the Prescribed Alterations Regulations. The period of consultation is not prescribed by legislation, although the Guidance recommends a minimum of 4 weeks. The consultation period was in line with the Guidance having run from 2nd May 2012 – 20th June 2012, thereby exceeding the four week minimum requirement. The consultation was therefore carried out in accordance with the Prescribed Alterations Regulations.
15. The Guidelines state that "the strong presumption is that proposals to expand successful and popular schools should be approved". There is no single definition of a successful and popular school, but on the suggested indicators, St Ebbe's CE (A) Primary School would qualify as a successful and popular school. Its Key Stage 2 results for 2011 show that 75% of children gained Level 4+ in both English and Maths. As noted above, it is now consistently over-subscribed.
16. A decision is now required as to whether to support the governing body in its desire to publish formal proposals for this expansion. A statutory notice will be published (currently intended to be in September 2012) followed by a formal representation (Stage 2) period of four weeks. The decision-making power in terms of determining the notice will lie with the Cabinet, and a report will be put to the Cabinet Member for Education if no representations are received, or to Cabinet if representations are received, for a final decision in due course.

Equality and Inclusion Implications

17. The Equality Impact Assessment of Oxfordshire's Pupil Place Plan (June 2011) identified that increasing school places at the heart of their communities has a positive impact on equalities through promoting social inclusion and minimising barriers to accessing education.

Financial and Staff Implications

18. The direct financial implication of this report is the cost of the statutory process recommended, which is planned for and met within the normal CE&F budget provision. There are no significant financial implications or risks at this stage. If the proposal proceeds, following statutory consultation there would be another report to Cabinet in due course seeking a final decision on whether to expand the school.

19. The longer-term financial implications of the current report are linked to the capital works that would be carried out should the proposals be approved. These will be the subject of a separate detailed project approval, and a further paper for decision will follow in due course, subject to the capital policies and processes laid down. The decision to proceed with the statutory process to expand the school is normally done prior to detailed project and funding appraisal, particularly where there is a demonstrable need as with this school. Resources to assist with demographic issues on school places have been identified within the Capital programme 2010/11–2015/16 (existing demographic pupil provision – basic needs programme).
20. If the proposal is finally approved, there will also be on-costs to the school for additional staff and for increased maintenance requirements. These will need to be funded from the school's delegated School Budget Share, which will increase in proportion to increases in pupil numbers, and to a lesser extent in proportion to the floor area of new buildings. Resources for School Budget Shares are provided by government through the Dedicated Schools Grant, which will increase proportionately to increases in overall pupil numbers in Oxfordshire.
21. Publication of a statutory proposal to expand the school requires confirmation from the county council that funds will be made available for the necessary capital costs.

RECOMMENDATION

The Cabinet is RECOMMENDED to support the governing body's wish to publish a statutory notice for the expansion of St Ebbe's CE (A) Primary School, Oxford.

Jim Leivers, Director for Children's Services

Contact Officer: Diane Cameron, School Organisation Officer, CEF.
Tel: 01865 816445

Annex 1: Consultation Leaflet

Annex 2: Consultation with Interested Parties

July 2012

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Consultation on the proposal to expand St Ebbe's CE (A) Primary School, Oxford



2nd May 2012 – 20th June 2012

**Produced by the Governing Body of St Ebbe's CE (A) Primary School
and Oxfordshire County Council**

About St Ebbe's CE (A) Primary School

St Ebbe's CE (A) Primary School is a Voluntary Aided Church of England school for children aged 4-11 in the Grandpont area of Oxford city. The total current number of children on roll (as at April 2012) is 299 as shown below:

Year Group	Reception (F1)	1	2	3	4	5	6
Pupil Number	45	45	44	46	41	40	38

Why are we consulting?

St Ebbe's CE (A) Primary School's published admission number is 45. However, the school is very popular and has been oversubscribed for the last few years. For the September 2012 intake, the school has agreed to admit 60 children into Reception (F1) at the request of Oxfordshire County Council, in order to meet growth in demand for pupil places in Oxford. This arrangement relates only to the 2012 intake.

Demand for pupil places across Oxfordshire generally has risen and in recent years Oxford city has experienced a significant and sustained rise in primary pupil numbers. To meet this demand additional places have been created in other Oxford primary schools each year since 2008. Looking to the future, significant additional housing is included in Oxford City Council's Core Strategy, which will, in turn, lead to increased pupil numbers across Oxford. The proposal to expand St Ebbe's CE (A) Primary School acknowledges that the community the school serves has grown, and that several other primary schools in the city have expanded recently due to this growth being sustained.

The proposal is to expand St Ebbe's CE (A) Primary School to become a 2 form entry school with an Admission Number of 60 on a permanent basis. This would bring the number of children on roll at the school up to a maximum of 420 children.

We think that this is a popular school at the heart of its community, which should expand to meet local demand. We want to know your views about whether you are happy to see the school grow.

What we want to do

We are planning to increase the school admission number from 45 to 60 on a permanent basis. Because the formal admission number for 2013 has already been published, the school's admission number can only now formally change from September 2014. The school's 2013-2014 policy does state, however, that it may consider admitting up to 60 children in September 2013, to help meet demand.

If the school admits 60 pupils into Reception (F1) each year, they would be taught in two classes of 30 pupils. Gradually the 60 pupil year groups will progress through the school, so that seven years on, all year groups could potentially have 60 pupils.

If it is decided to permanently change the admission number to 60, there will be a need for more classrooms to be built. A detailed feasibility study has begun, which looks carefully at the school's site and buildings to see how these additional classrooms and supporting spaces could best be provided.

Your views

Because of the increase in the proposed size of the school we need to make sure that the proposal is supported locally. This is a two stage process:

Stage One:

Public consultation with parents, local schools and others about a permanent change to the admission number to 60. That will take place until 20th June 2012. You have until that date to respond (see details below).

This consultation is to help inform the plans. The decision whether to proceed to Stage Two rests with the governing body of the school. If, as a result of the consultation, the governors want to go ahead with the expansion, Stage Two will follow.

Stage Two:

The governors will publish a *public notice* in the local paper and at the school. There will then be a *statutory notice period* of 4 weeks, during which you can send any formal objections or comments to the proposal to the County Council. These will be considered by the County Council Cabinet before making a final decision. If you wish to object to the expansion, you must do so during the statutory notice period even if you have already responded to the consultation during Stage One. We currently expect the statutory notice period to be in September / October 2012.

The County Council Cabinet (if there have been objections) or the Cabinet Member for Schools Improvement (if there are no objections) will then make the final decision on this permanent change, and this is currently planned to be in November / December 2012.

How you can respond to this consultation

The information necessary for an informed response is contained in this consultation document, which is also available online at: <http://myconsultations.oxfordshire.gov.uk>

You can respond in one of four ways:

- complete the response form at the back of this document and send it to the address shown on the response form
- respond online at : <http://myconsultations.oxfordshire.gov.uk>
- write a letter and send it to the address shown on the response form
- email your response to:
StEbbes2012-manager@myconsultations.oxfordshire.gov.uk

Parents are asked to complete only one form, even if you have more than one child at the school. Please return your form as soon as possible, but by **20th June 2012** at the latest.

Consultation on the proposal for the expansion of St Ebbe’s CE (A) Primary School, Oxford

I/we wish to make the following comments:

.....
.....
.....
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.....
.....
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.....
.....
.....

Signature

Name

Address (optional)

- Parent of a child at St Ebbe’s CE (A) Primary School
- Parent of a child at another school
- Parent of a child not yet at school
- Governor/staff at St Ebbe’s CE (A) Primary School
- Local resident
- Other (specify)

Tick all that apply

Please return by 20th June 2012 to:

School Organisation and Planning

FREEPOST OXFORDSHIRE COUNTY COUNCIL

(No stamp required)

Alternative formats of this publication can be made available. These include other languages, large print, Braille, Easy Read, audiocassette, computer disc or email. Please telephone 01865 816454 or email SchoolOrgPlan@oxfordshire.gov.uk

Annex 2: Consultation with interested parties

The Prescribed Alterations Regulations require proposers to consult interested parties and the Guidance lists these at paragraph 1.3. This annex provides details of the County Council's consultation with interested parties that are required to be consulted with under the Prescribed Alterations Regulations.

The governing body of any school which is the subject of proposals (if the LA are publishing proposals)	Consulted through distribution of consultation leaflets (2 nd May 2012 – 20 th June 2012)
The LA that maintains the school (if the governing body is publishing the proposals).	n/a
Families of pupils, teachers and other staff at the school.	Through distribution of consultation leaflets (to families via children) (leaflets (2 nd May 2012 – 20 th June 2012)), and invitation to a meeting for parents of children at the school (24 th May 2012).
Any LA likely to be affected by the proposals, in particular neighbouring authorities where there may be significant cross-border movement of pupils.	The proposals are not judged to affect other local authorities.
The governing bodies, teachers and other staff of any other school that may be affected.	Other Oxfordshire schools consulted through online consultation leaflets (2 nd May 2012 – 20 th June 2012). Local primary and secondary schools, and early years providers were sent consultation leaflets.
Families of any pupils at any other school that may be affected.	Consulted through online consultation leaflets (2 nd May 2012 – 20 th June 2012).
Any trade unions who represent staff at the school; and representatives of any trade union of any other staff at schools who may be affected by the proposals.	Consulted through online consultation leaflets (2 nd May 2012 – 20 th June 2012)
(If proposals involve, or are likely to affect a school which has a particular religious character) the appropriate diocesan authorities or the relevant faith group in relation to the school.	Oxford CE diocese and Birmingham and Portsmouth RC dioceses consulted through online consultation leaflets (2 nd May 2012 – 20 th June 2012)
The trustees of the school (if any).	n/a
(If the proposals affect the provision of full-time 14-19 education) the Learning and Skills Council	n/a
MPs whose constituencies include the schools that are the subject of the proposals or whose constituents are	Local MP sent a copy of the consultation leaflet.

likely to be affected by the proposals.	
The local district or parish council where the school that is the subject of the proposals is situated.	Local district and county councillors consulted through distribution of consultation leaflets and online consultation, and sent consultation leaflet.
Any other interested party, for example, the Early Years Development and Childcare Partnership (or any local partnership that exists in place of an EYDCP) where proposals affect early years provision, or those who benefit from a contractual arrangement giving them the use of the premises.	Members of the School Organisation Stakeholder Group consulted through online consultation and meetings.

Division(s): All

CABINET – 17 JULY 2012

APPOINTMENTS 2012/13

Report by County Solicitor & Monitoring Officer

Introduction

1. The report asks the Cabinet to consider member appointments to a variety of bodies which in different ways support the discharge of the Council's executive functions. The report reflects the basis on which appointments to the respective bodies have been made in the past and, subject to any adjustments that may be considered appropriate, invites the Cabinet to agree arrangements for filling the councillor places on those bodies.

Joint Committees

2. These are formal bodies set up to exercise statutory functions jointly with other authorities. Members of joint committees exercising executive functions must be members of the Cabinet.

The current joint committees are listed in **Section 1** of the Annex to this report.

Local Statutory Bodies

3. The County Council is required to set up and run a number of local bodies in connection with certain of its statutory functions, typically with other organisations. County Council representation is not generally limited to Cabinet Members although the view has been taken in the case of the Oxfordshire Supporting People Commissioning Body that the appointee should be a Cabinet Member.

The current local statutory bodies are listed in **Section 2**.

Strategic Partnerships

4. This category comprises Partnerships which the Cabinet has designated as 'strategic' and whose membership Cabinet has agreed should be linked to the role of Cabinet Member/s and not to individually named members.

The current strategic partnerships are listed in **Section 3**.

Standing Advisory Bodies

5. This category comprises bodies which have been set up on a permanent basis in connection with particular functions. They do not possess executive powers but provide a forum for discussion and liaison. County Council representation is not limited to Cabinet Members.

The current standing advisory bodies are listed in **Section 4**.

Informal Member/Officer Working Groups

6. This is a diverse group of informal bodies set up from time to time to assist with the discharge of the responsibilities of the Cabinet. There is a wide variety of form and purpose, from purely internal management tools to inter-authority forums for overseeing issues of common interest. Members and officers share an equal status on these bodies, which are not subject to the access to information rules applying to formal committees and subcommittees; however, some are open to the public and may allow public address at their meetings.
7. These bodies cannot exercise executive functions themselves but provide available forum for discussion of issues outside the formal decision-making processes. Thus, where voting on such groups is permitted this can only be on the basis of an indicative view and cannot in any way bind the body responsible for the ultimate decision.

The informal member / officer working groups are listed in **Section 5**.

Member Champions

8. Under the Council's Constitution the Cabinet may designate member champions and appoint councillors to, and remove them from, these roles.

The current member champions are listed in **Section 6**.

Strategic Outside Bodies

9. The Cabinet is responsible for appointments to those outside bodies which it has identified as 'strategic' and which have been endorsed as such by the Council.

The strategic outside bodies are listed in **Section 7**

RECOMMENDATION

10. **The Cabinet is RECOMMENDED to agree the appointments as set out in the Annex to this report.**

Peter Clark
County Solicitor & Monitoring Officer

Annex: Appointments Schedule 2012/13

Background papers: Nil

Contact Officer: Geoff Malcolm, Committee Officer (01865 815904)
Sue Whitehead, Committee Services Manager
(01865 0260)

July 2012

APPOINTMENTS SCHEDULE 2012/13

SECTION 1

Joint Committees

<i>Joint Committee</i>	Frequency of meetings (FOM)	Places	Appointees for 2012/13
S.E. Fire Improvement Partnership Board	as required	1	Cabinet Member for Safer & Stronger Communities
Traffic Penalty Tribunal - Outside London Adjudication Committee	quarterly	1	Deputy Leader of the Council
Thames Valley Police Authority Appointments Committee	as required	3	Mallon Patrick Viney

Local Statutory Bodies

Statutory Body	FOM	Places	Basis of Member Appointment	Con	Lib Dem	Lab	Grn
Admission Forum	4 per annum	2	On the nomination of the political groups according to political balance	2 Stratford Waine	0	0	0
Adoption & Permanency Panels & Fostering Panels	3 per month	5	On the nomination of the political groups according to political balance: Adoption & Permanency	3 Fitzgerald- O'Connor Lilly Tilley	0	0	0
	2 per month		Fostering	2 Fitzgerald- O'Connor Tilley			
Oxfordshire Supporting People Commissioning Body	4 per annum	1	Cabinet Member for Adult Services	1 Fatemian	0	0	0
		1	Alternate-Leader of the Council or his Cabinet nominee	1 Chapman			
Standing Advisory Council for Religious Education (SACRE)		3	On the nomination of the political groups according to political balance	3 Mathew Viney Ahmed	0	0	0
Thames Valley Police Authority	Usually monthly	2	Allocated by the TVPA Joint Committee to reflect the political proportionality of the TVPA area * S.20 Police Act 1996 - to respond to questions in Council	1 Mallon*	1 Patrick	0	0

Strategic Partnerships

Partnership	FOM	Appointees for 2012/13
Oxfordshire Partnership Board	2 per annum	Leader of the Council
Public Service Board INACTIVE		Deputy Leader of the Council
Thematic Partnerships:		
Children & Young People's Trust	4 per annum	Cabinet Member for Children & the Voluntary Sector and Cabinet Member for Education
Health & Well Being Partnership	4 per annum	Cabinet Member for Adult Services
Spatial Planning & Infrastructure Partnership	1 in June 2011	Leader of the Council
Oxfordshire Local Enterprise Partnership	1 per month	Leader of the Council
Oxfordshire Safer Communities Partnership	4 per annum	Cabinet Member for Finance & Police
Oxfordshire Stronger Communities Alliance	4 per annum	Cabinet Member for Finance & Police
Oxfordshire Waste Partnership (meeting with Oxfordshire Environment Partnership)	4 per annum	Cabinet Member for Growth & Infrastructure

SECTION 4

Standing Advisory Bodies

Body	FOM	Places	Basis of Member Appointment	Con	Lib Dem	Lab	Grn
Arts Council S. E. Region Board	3/4 per annum	1	Cabinet Member for Safer & Stronger Communities	1 Heathcoat			
Learning Disability Partnership Board	quarterly	Co-Chairman	On the nomination of the political groups according to political balance	1 Owen			
Music House Committee / Music Education Hub (Partnership) for Oxfordshire	3 per annum	3	On the nomination of the political groups according to political balance	3 Waine Fulljames Tilley	0	0	0
Outdoor Centres House Committee (under review)		3	On the nomination of the political groups according to political balance	3 Waine Brown Turner	0	0	0
Oxfordshire Schools Forum	5+ per annum	2	Observers (with no voting rights)	2 Tilley Waine			
Schools Organisation Stakeholder Group	quarterly	5	On the nomination of the political groups according to political balance	4 Newton Nimmo-Smith Stratford Waine	1 Altaf-Khan		
		2 observers (with no voting rights)	Cabinet Members for Children & the Voluntary Sector and Education	Chapman Tilley			

Body	FOM	Places	Basis of Member Appointment	Con	Lib Dem	Lab	Grn
County Youth Work Advisory Group (under review)	no meetings planned	5	On the nomination of the political groups according to political balance, one Councillor for each District Council area	4 Chapman-City Rose-West Fitzgerald-O'Connor-Vale Bonner-Cherwell	1 D.Turner - South	0	0

SECTION 5

Informal Member/Officer Working Groups

Working Group	FOM	Places	Basis of Appointment	Con	Lib Dem	Lab	Grn
Corporate Parenting Panel	4 per annum	10	On the nomination of the political groups according to political balance, to include the Cabinet Members for Children & the Voluntary Sector and Education and the three members serving on the Fostering & Adoption Panels & Chairman of Children's Services Scrutiny Committee Director for Children, Education & Families and Director for Social & Community Services or nominees	8 Billington Bonner Chapman Fitzgerald - O'Connor Handley Lilly Tilley Waine	1 Fooks / Godden	1 Brighthouse	0
Headington and Marston Area Transport Steering Group (HAMATS) (<i>Dormant / Discontinued</i>)	N/A	3	Cabinet Members for Growth & Infrastructure and Deputy Leader of the Council and one other nominated by the Leader of the Council Representatives of Director for Environment & Economy	3 N/A			

Working Group	FOM	Places	Basis of Appointment	Con	Lib Dem	Lab	Grn
Oxfordshire Museums Joint Working Group	quarterly	3	On the nomination of the political groups according to political balance Cultural Services Manager and/or representative(s)	3 Heathcoat Stratford Mathew	0	0	0
Minerals & Waste Local Plan Working Group	4 per annum	5	On the nomination of the political groups according to political balance, to include the Cabinet Members for Growth & Infrastructure and Deputy Leader of the Council (or respective nominees) Director for Environment & Economy and/or representative(s)	4 Lindsay-Gale Hudspeth Hibbert-Biles Nimmo-Smith	1 Purse	0	0
Oxfordshire County Council South Africa Link Group	2/3 per annum	4	On the nomination of the political groups according to political balance	3 Hibbert-Biles Lovatt Gearing	1 D. Turner	0	0

Working Group	FOM	Places	Basis of Appointment	Con	Lib Dem	Lab	Grn
School Governor Appointments Panel	as required	6	On the nomination of the political groups according to political balance Representatives of the Children, Education & Families Governors Team	4 Fitzgerald - O'Connor Tilley Newton Waine	1 Altaf-Khan	1 Brighthouse	0
Social Inclusion Reference Group	as required	5	On the nomination of the political groups according to political balance Representatives of all Directorates	4 Mitchell Fatemian Waine Tilley	1 Goddard	0	0
Special Educational Needs & Disabilities Partnership	3 per annum	5	On the nomination of the political groups according to political balance, to include the Cabinet Members for Children & the Voluntary Sector and Education Representatives of Head teachers, governors and teacher unions Director for Children, Education & Families and/or representative(s)	4 Chapman Tilley +2	1 Purse	0	0

Working Group	FOM	Places	Basis of Appointment	Con	Lib Dem	Lab	Grn
Strategic Procurement Board	as required	1	Cabinet Member for Finance & Police A senior officer from each Directorate with responsibility for procurement; and a Strategic Procurement Manager	1 Mallon	0	0	0
West End Steering Group	as required	2	Leader of the Council and Deputy Leader or representative	2 Hudspeth Rose	0	0	0

Member Champions

Member Champions appointed by the Cabinet:

- Bus Councillor Stewart Lilly
- Cycling Councillor Arash Fatemian
- Efficiencies Councillor C. H. Shouler
- Heritage Councillor Lorraine Lindsay-Gale
- Military Abingdon Station
 Councillor Sandy Lovatt
- Bicester Garrison
 Councillor Kieron Mallon
- Defence Academy Shrivenham
 Councillor Keith R. Mitchell CBE
- RAF Benson
 Councillor Bill Service
- RAF Brize Norton
 Councillor Don Seale
- Vauxhall Barracks
 Councillor Tony Harbour
- Older People's Councillor Don Seale
- Olympics Councillor Bill Service
- Risk Management Chairman, Audit Committee

SECTION 7

Strategic Outside Body	FOM	OCC Entitlement	Appointees for 2012/13
County Councils Network (CCN)	Council - 4 per annum Executive – 4 per annum Annual conference	4 county councillors	Hudspeth Hayward Rose Tilley
Local Government Association (LGA)	General Assembly -1 per annum	4 county councillors (* to cast additional OCC vote)	Hudspeth Mitchell* Rose Tilley
LGA: Rural Commission	as required	1 county councillor	Hallchurch
LGA: Urban Commission	as required	1 county councillor	Fatemian
Oxfordshire Association of Local Councils	as required	1 county councillor	Jelf
Oxfordshire Care Partnership Board	as required	1 county councillor	Fatemian
Oxfordshire Countryside Access Forum	2/3 per annum	1 county councillor	Rose
Oxfordshire Rural Community Council	as required	1 county councillor	Nimmo-Smith
South East England Councils	Executive – 4 per annum AGM	1 county councillor + 1 deputy	Hudspeth <i>Hibbert-Biles</i>

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Division(s): N/A

CABINET – 17 JULY 2012

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet, 18 September 2012	
<ul style="list-style-type: none"> ▪ Establishment Review - Q1 Quarterly staffing report, with analysis of main changes since the previous report and including a progress report on the Establishment Review. 	Cabinet, 2012/066
<ul style="list-style-type: none"> ▪ Corporate Plan Performance and Risk Management Report for the 1st Quarter 2012 Quarterly Performance Monitoring report. 	Cabinet, 2012/067
<ul style="list-style-type: none"> ▪ Academies - Identification of Sponsors for New Academies required to Support Housing Growth To seek approval to decision making process in this regard. 	Cabinet, 2012/105
<ul style="list-style-type: none"> ▪ Expansion of Botley School to 2 Form Entry If objections are received, to decide whether to publish a Statutory Notice. 	Cabinet, 2012/089
<ul style="list-style-type: none"> ▪ 2012/13 Financial Monitoring & Business Strategy Delivery Report - July 2012 Monthly financial report on revenue and capital spending against budget allocations, including virements between budget heads. 	Cabinet, 2012/064
<ul style="list-style-type: none"> ▪ Business Strategy and Service & Resource Planning Report for 2013/14 - 2017/18 - September 2012 To provide background and context to the service and resource planning process for 2013/14 – 2017/18. 	Cabinet, 2012/065
<ul style="list-style-type: none"> ▪ Oxfordshire Residual Municipal Waste Bulking and Haulage Procurement To seek approval for award of contract. 	Cabinet, 2012/088
Deputy Leader, 6 September 2012	
<ul style="list-style-type: none"> ▪ Bicester Town Centre Traffic Management To seek approval of a traffic management scheme to improve access to Bicester Town Centre by non-car modes whilst not having a detrimental impact on traffic flow. 	Deputy Leader, 2012/080
<ul style="list-style-type: none"> ▪ Bus Subsidy Contracts To seek award of contracts for subsidised bus services largely in the Chipping Norton and Charlbury area (possibly including one or two others elsewhere in the County) 	Deputy Leader, 2012/081

Cabinet Member for Children & the Voluntary Sector, 10 September 2012

- **Chill Out Fund 2012/13 - September 2012** Cabinet Member
To consider applications received (if any) from the Chill Out for Children & the
Fund. Voluntary Sector,
2012/068

Cabinet Member for Education, 10 September 2012

- **Stanton Harcourt Primary School : Alteration of Lower Age Range and Merging with Preschool - Stage One** Cabinet Member
Stage One – whether to proceed to publish a statutory notice. for Education,
2012/103

Cabinet Member for Growth & Infrastructure, 4 September 2012

- **Van and Trailer Permit Scheme 2 Year Review** Cabinet Member
To consider and approve the Van and Trailer Permit Scheme 2 for Growth &
year review. Infrastructure,
2012/040

Cabinet Member for Safer & Stronger Communities, 3 September 2012

- **Village Hall and Community Centre Grants 2012/13** Cabinet Member
The County Council's grant scheme for the improvement of for Safer &
village halls and other community buildings is administered by Stronger
the Oxfordshire Rural Community Council (ORCC). This report Communities,
summarises the applications received and recommends 2012/011
allocation from the grant fund for 2012/13.