



## Notice of a Meeting

### Strategy & Partnerships Scrutiny Committee

Thursday, 17 January 2013 at 10.00 am

STFC Electron Building, Fermi Avenue, Harwell OX11 0QR

#### Membership

Chairman - Councillor Lorraine Lindsay-Gale

Deputy Chairman - Councillor Ray Jelf

#### Councillors:

David Turner	Liz Brighouse OBE	Larry Sanders
Marilyn Badcock	Tim Hallchurch MBE	David Wilmshurst
Norman Bolster	Caroline Newton	

#### Notes:

**Date of next meeting:** 25 February 2013

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

- Corporate and community leadership; corporate strategies; regional issues
- Local strategic partnerships and District Council liaison
- Social inclusion & equality; services for members
- Finance; procurement; property
- Culture change and customer focus; human resources; communications strategy; information and communications technology
- The elections and appointments functions of the Democracy & Organisation Committee
- The functions of the Pension Fund Committee

#### How can I have my say?

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

#### For more information about this Committee please contact:

Chairman	- Councillor Lorraine Lindsay-Gale E.Mail: lorraine.lindsay-gale@oxfordshire.gov.uk
Committee Officer	- Julia Lim, Tel: (01865) 816009 julia.lim@oxfordshire.gov.uk

A handwritten signature in black ink that reads "Peter G. Clark".

Peter G. Clark  
County Solicitor

January 2013

## About the County Council

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

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

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

## About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

## What does this Committee do?

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

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

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

## AGENDA

- 1. Apologies for Absence and Temporary Appointments**
- 2. Declarations of Interest - see guidance note on the back page**
- 3. Minutes** (Pages 1 - 6)

To approve the minutes of the Strategy & Partnerships meeting held on 29<sup>th</sup> November 2012.

- 4. Speaking to or petitioning the Committee**

- 5. Director's Update**

10.10

Sue Scane (Assistant Chief Executive and Chief Finance Officer) will provide an update on key issues which relate to the committee's remit.

- 6. Service & Resource Planning 2013/14 - 2016/17 - Comments from Scrutiny Meetings 10/1/13**

10.25

The Cabinet is seeking an overall view from the Strategy & Partnerships Scrutiny Committee to assist it on 29 January 2013 with proposing the revenue budget for 2013/14, Medium Term Financial Plan and Capital Programme from 2013/14-2016/17, for recommendation to Council.

Attached are the scrutiny committees' comments made on 10<sup>th</sup> January 2013 on their respective programme areas (paper to follow as an addenda).

The Scrutiny Committee is asked to formulate an overall view and comment to the Cabinet.

The Council is committed to reducing its carbon footprint and so these strategies have not been copied again. Copies have been placed on the web. If Members of the Committee have not retained their original copies and would like a further paper copy, please contact the Policy Officer whose details are on the agenda. It is more efficient for the Council to produce any copies needed centrally rather than for individual Members to print them.

- 7. The Council's Corporate Plan 2013/14 - 2016/17 - Draft** (Pages 7 - 44)

10.40

Opportunity for the committee to consider the council's draft Corporate Plan prior to discussion at Cabinet on 29<sup>th</sup> January. John Courouble (Corporate Policy Manager) will present the plan.

## **8. Customer Service Update (Pages 45 - 50)**

11.00

It was agreed at Cabinet in October that Strategy & Partnerships should receive a report on performance within the customer service centre and have an opportunity to discuss progress. Graham Shaw (Deputy Director – Customer Services, Environment & Economy) will present the progress report.

## **9. Outline Governance Review Conclusions (Pages 51 - 64)**

11.20

In May 2012 the Strategy & Partnerships Scrutiny Committee was commissioned by the Cabinet to conduct a review of governance within the council and look at options for improving member involvement in policy development.

Alexandra Bailey (Research & Major Programmes Manager) will present the headline recommendations of the governance review which has been led by Cllr Lindsay-Gale and the Strategy & Partnerships Working Group.

The Committee is asked to comment on the proposals prior to a final report being developed.

## **10. Equalities Annual Update (Pages 65 - 98)**

11.45

Alexandra Bailey will present a report on progress in the first year of the Equality Policy 2012-2017. The Council is required to set specific equality objectives and report annually on progress towards its objectives.

The Committee is asked to comment on the report prior to its consideration by Cabinet.

## **11. Financial Monitoring Overview 2012/13 (Pages 99 - 112)**

12.00

The Leader of Council will provide a commentary on financial monitoring up to the end of October 2012.

The Committee is asked to comment on the report.

## **12. Forward Plan**

12.15

The committee is asked to suggest items from the current Forward Plan on which it may wish to have an opportunity to offer advice to Cabinet before any decision is taken.

The current corporate plan can be found on the Council's website:  
<http://mycouncil.oxfordshire.gov.uk/mgListPlanItems.aspx?PlanId=159&RP=115>

## **13. Close of Meeting**

12.20

## 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](mailto:Rachel.dunn@oxfordshire.gov.uk) for a hard copy of the document.

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# Public Document Pack Agenda Item 3

## STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 29 November 2012 commencing at 10.00 am and finishing at Time Not Specified

### Present:

**Voting Members:** Councillor Lorraine Lindsay-Gale – in the Chair  
Councillor Ray Jelf (Deputy Chairman)  
Councillor David Turner  
Councillor Marilyn Badcock  
Councillor Norman Bolster  
Councillor Liz Brighouse OBE  
Councillor Tim Hallchurch MBE  
Councillor Caroline Newton  
Councillor David Wilmshurst

### Other Members in Attendance:

#### By Invitation:

#### Officers:

Whole of meeting Julia Lim, Scrutiny Officer

Part of meeting

**Agenda Item** **Officer Attending**

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

### 70/12 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS (Agenda No. 1)

Apologies were received from Cllr Larry Sanders

### 71/12 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE ON THE BACK PAGE (Agenda No. 2)

No declarations of interest were received

**72/12 MINUTES**

(Agenda No. 3)

Cllrs asked if an update on the Joint Strategic needs assessment could be provided at the next meeting.

ACTION Julia Lim to add to forward plan.

**73/12 SPEAKING TO OR PETITIONING THE COMMITTEE**

(Agenda No. 4)

**74/12 DIRECTOR'S UPDATE**

(Agenda No. 5)

Huw Jones provided a short update on customer services as the rest of the agenda covered many other key areas of activity within the Environment & Economy Directorate. A full update on progress with customer services will be provided in the new year.

Sue Scane, Assistant Chief Executive & Chief Finance Officer, chaired the emergency flooding operation and provided an update on the current position. As of Thursday 29<sup>th</sup> November the flooding looked to have peaked and levels were receding across the County. 14 road closures were still in place but these were being monitored.

Dealing with the floods has been excellent example of partnership working across the council and a beyond with social services, Oxfordshire Customer Services, the fire service and highways all working closely together along with the Environment Agency. During the flooding the customer service centre was able to extend opening hours to 11pm due to the commitment and flexibility of staff.

Councillors expressed their thanks to the staff involved. Cllr Lindsay-Gale asked about how the new flood defences worked. Sue Scane explained that they were deployed in Osney and Botley and provided an additional 30cm of protection but thankfully were not needed.

**75/12 BROADBAND PROCUREMENT**

(Agenda No. 6)

Graham Shaw (Deputy Director – Customer services), Lisa Michelson (Broadband Engagement Officer) and Martin Ward (Service Manager- ICT) provided an update on progress with the development of the County's broadband programme. Cllr Carter also joined the meeting.

There are two key strands to the programme:

- Bridging the gap – as planned commercial roll outs will only reach 2/3 of the county
- Decommissioning the Oxfordshire Community Network (OCN) – the council is actively supporting those public building which use the OCN to find alternative providers.

The programme is designed to extend superfast broadband across the County and enable other partners to take advantage of the investment made.

A detailed discussion followed the update. Members were interested to know how businesses could build on the provision. Officers explained that by moving technology closer to businesses, through the council programme, it will be easier for them in future to access and demand more from commercial providers.

Cllr Carter explained that there were some small scale communal self-help arrangements developing across the county. Cllr Turner asked is a briefing paper on what pro-active / self-help work by communities to develop their own provision would involve.

**ACTION** Graham Shaw to produce a briefing on pro-active / community broadband development.

Huw Jones explained that registering demand for superfast broadband is vital to demonstrate to the commercial sector that there is a viable market. He also explained that the council has jumped ahead of the planned phased government procurement plan which means the county is considerably ahead of some other parts of the country.

The committee were alerted to the fact that district councils can add funding to the county fund to increase provision in their area.

It was AGREED to bring back a future update on broadband at a suitable point.

**76/12 PROPERTY & FACILITIES MANAGEMENT CONTRACT IMPLEMENTATION OVERVIEW**

(Agenda No. 7)

Mark Kemp (Deputy Director – Commercial, Environment & Economy) provided an update on the implementation of the contract to date and Mike Salter (Partnership Director Carillion joined the table). Carillion officially took over the property and facilities management contract on 1<sup>st</sup> July 2012. The contract is managed through a Partnership Board which involves the Director and Cabinet Members.

720 members of staff have been transferred to Carillion. Feedback from schools, on the meals service indicate that none have experienced a drop in service.

Cllr Wilmshurst asked what were the terms and conditions for staff transferring from the county council.

Mike Salter explained that staff were transferred under TUPE on the same terms and conditions and there was no time limit on the transfer and staff stay on county council terms and conditions.

There were some issues with service continuity during the hand over process but these are being dealt with.

Cllr Bolster reported that some schools had experienced long waiting times for quotes from Carillion.

Mike Salter explained that they are aware of this issue and it is being dealt with. Carillion are setting up a new supply chain will be recruiting their own local labour force. As part of Carillion's contract they wanted to increase the amount of Oxfordshire based suppliers. Currently 43% of suppliers are Oxfordshire based and Carillion are working to increase this to 60%

Cllr Lindsay-Gale asked when the Asset Strategy will be ready.

Huw Jones explained that strategies for key leased buildings are already being sought. It is hoped to have a wider strategy available in the New Year.

## **77/12 OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP (LEP) UPDATE** (Agenda No. 8)

Cllr Hudspeth provided an update of the work the Oxfordshire LEP and was joined by Martin Tugwell.

Cllr Hudspeth began by expressing his thanks and praise for the staff that helped to manage the floods and explained that Cllr Mallon had taken on the property portfolio.

Adrian Shooter is the new Chairman on the LEP and the Board has established a 7 thematic partnership groups on key priorities with a member of the board leading each. The LEP now includes the Leaders of the City Council and South Oxfordshire which helps to promote joint working.

Adrian is now also now a member of the Spatial Planning and Infrastructure Partnership (SPIP), this helps to link the work of the two bodies.

The development of an Oxfordshire wide City Deal is a current key priority.

Councillors asked a range of questions following Cllr Hudspeth's introduction.

- Cllr Turner was concerned that Culham Science Park was not mentioned prominently in LEP documents. Martin Tugwell explained that it is a crucial part of the LEP's thinking particularly on the City Deal.
- Cllr Newton asked if the LEP employed any staff and how it was supported. Martin explained that the secretarial support and guidance to the Chairman is provided by the County Council and the Council is the accountable body for the Growing Places Fund. The Chairman is keen to use the government's core funding for LEPs (£250,000/year until 2015) to purchase dedicated business management support.
- Cllr Lindsay-Gale asked how the relationship with the SPIP was going. Cllr Hudspeth reported that the SPIP was working well and it is expected that by January a prioritised list of infrastructure projects will have been pulled together.

It was AGREED that the committee would receive an update on progress in 6 months and that details of the projects funded by the LEP will be shared with members.

**78/12 UPDATE ON GOVERNANCE REVIEW**

(Agenda No. 9)

Cllr Lindsay-Gale updated on progress of the governance working group. Herself and Cllr Turner had recently visited Hertfordshire and Somerset County Councils to look at their model of governance. They found Hertfordshire's model which uses cabinet advisory panels very interesting. There will be a presentation at the next meeting of the principles of the conclusions that the review is reaching. A final report will go forward to Council in April.

Peter Clark explained that the review is not just about scrutiny but includes wider governance too. Therefore the review of the constitution has been delayed until next year so that all updates can be made at once. Peter will be contacting political group leaders to discuss further.

**79/12 FORWARD PLAN**

(Agenda No. 10)

No issues were raised.

**80/12 CLOSE OF MEETING**

(Agenda No. 11)

..... in the Chair

Date of signing .....

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## **Strategy and Partnerships Scrutiny Committee**

**17 January 2013**

**Draft Corporate Plan 2013/14-2017/18**

### **Purpose**

This report and Annex sets out progress on delivering an updated Corporate Plan for 2013/4-2017/18.

The Strategy and Partnerships Scrutiny Committee is invited to comment on the latest draft of the plan (Annex 1). These comments will be provided to Cabinet at the meeting on the 29<sup>th</sup> January 2013.

### **Background**

As part of a range of documents which set out objectives and activities ahead, Oxfordshire County Council produces a Corporate Plan, covering a four-year period, and refreshed on an annual basis. It is a useful tool for highlighting key current priorities and direction of travel.

The new edition of the plan represents a factual update, a refreshed statement of the Leader and council's priorities and good practice case studies showcasing recent successes.

Work continues on gathering data for section 10 (Finance). This information will be included in the Plan when it is considered by Council in February.

### **Communications**

The Plan will be published on the Oxfordshire County Council website and on the intranet once it has been approved by Council.

At that stage around 250 copies of the Plan will be printed and sent to a list of key stakeholders and interested parties. The distribution of the plan will have to be completed before the pre-election 'restricted period' (i.e. by 25 March).

### **Key Dates**

The timeline for signoff of the Plan is as follows:

- 29 January Formal Cabinet
- 19 February County Council

Report by Assistant Chief Executive  
January 2013

Contact: John Courouble, Corporate Policy Manager, 01865 896163

**Annex 1**

**Corporate Plan 2013/14 – 2017/18**  
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About Oxfordshire (inside front cover)

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## About Oxfordshire

Oxfordshire is home to a diverse population of over 653,000 people<sup>1</sup>.

As South East England's most rural county, Oxfordshire is an area of outstanding natural beauty. Its growing population benefits not only from its beautiful scenery but also from a modern Oxfordshire which is a thriving place to both live and work.

The county is conveniently located in the heart of England: close to London, Bristol and Birmingham with excellent transport links connecting Oxfordshire to the rest of the UK, Europe and other global destinations.

Oxfordshire's rich historical and cultural environment is complemented by a prospering knowledge-based economy, world-renowned universities and industries, and the largest concentration of research and development activity in Western Europe.

These benefits have helped contribute to Oxfordshire being recently rated the UK's top destination for economic success and well-being<sup>2</sup>. In total our economic success contributes £15.4 billion to the national economy.

Oxfordshire is able to support both a diverse range of industries and communities. We are home to globally recognised brands like BMW Mini, Oxfam and Oxford University Press. The county is a key location for 8,400 military personnel and is home to RAF Brize Norton, the military's single air movement base in the UK. This year 11,500 students came from around the world to study at our world-famous Universities.

This strength is underpinned by a highly-skilled work force (over 40% are educated to above A-Level standard) and low unemployment (fewer than 2% of residents claim job seekers allowance).

Our strong knowledge economy is internationally recognised for its expertise in advanced engineering, cryogenics, motorsports, space innovation and life sciences. That economic potential is being boosted by the recent addition of our enterprise zone at Science Vale.

From Bicester Village to Blenheim Palace, around 25 million<sup>3</sup> visitors to come to Oxfordshire each year to enjoy the attractions, retail, museums, market towns and festivals.

As well as turning world changing ideas into world changing businesses, Oxfordshire's strong civic society underpins communities within the county with over 3,800 individual volunteer and community organisations giving their time to good causes in the county.

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<sup>1</sup> Oxfordshire's population is 653,798, ONS estimates and projections, Census 2011

<sup>2</sup> PwC & Demos, good growth report 2012

<sup>3</sup> Economic Impact Report, Visit Oxfordshire, 2010

More key facts about Oxfordshire are available on the Oxfordshire Insight website: [insight.oxfordshire.gov.uk/cms/](http://insight.oxfordshire.gov.uk/cms/)

## 1. Leader's foreword

This is the county council's first corporate plan since I became Leader in April 2012. These are not easy years for local government but having talked with frontline council staff it is clear that, from top to bottom, we are working as one council to meet these challenges head on for people across Oxfordshire.

I want to start by thanking everyone who has worked and contributed to our continuing achievements this year. I want us to build on those achievements.

The challenges we face are not small: the UK is still recovering from past economic mismanagement and Oxfordshire is still adapting to the continuing need for austerity in public spending. With changing demographics and shifting public expectations, the county council's place in Oxfordshire life needs to evolve to remain relevant.

Ensuring a thriving Oxfordshire remains our overriding ambition: a place where people can achieve a decent life for themselves and their families through hard work; a place alive with vibrant, active communities; where people can enjoy the rewards of a growing economy and where sustainable public services help people improve their lives.

This is where we recognise the importance of our relationships, with our partners in local government and across the wider county, and how they enable us to deliver for all those who live and work here. We are lucky to have a strong network of partners who share our vision and ambition, including some 3,800 voluntary organisations that undertake and support vital work in the county, contributing to our vibrant communities.

A thriving Oxfordshire economy is crucial to a thriving UK. As the home of two world-class universities, world-leading companies and as a hub for cutting-edge innovation, enterprise and the knowledge economy, our success helps us support a successful UK. Encouraging both domestic and international investment in our growing economy is critical to realising a prosperous Oxfordshire for everyone.

Our county has so much potential - I want to ensure that our communities benefit from all the opportunities Oxfordshire has to offer. For the council too, from public health, which is returning to local government, through to broadband investment, I want us to grab every opportunity.

Nowhere is that more important than with Oxfordshire's children. Improving education in Oxfordshire is critical and we have put together a strong strategy to achieve that. Our future depends on raising our children's attainment, helping them fulfil their potential, working to protect them from harm and ensuring they are able to grab all the opportunities our county has to offer. That is why thriving families are central to our thriving Oxfordshire vision. I am proud of the work our Thriving Families Programme has started and of the progress our Reading Campaign is making.

Our ambition for Oxfordshire is matched only by our determination to deliver quality and value for the people who pay for, and rely on, the work we do.

## **2. Executive Summary**

At Oxfordshire County Council we are ambitious about what we do as a council, and what we enable individuals, families, communities and businesses in Oxfordshire to do for themselves.

This remains the case even as the financial challenge we face continues to become more acute. We have been highly effective at delivering significant savings over recent years while doing our very best to protect the services people need, and care about, the most.

This situation is not about to get any easier, and although we have already saved £127 million from 2010 to the end of 2012/13, cuts in the grant we receive from Government mean we know savings will have to continue up to 2017 at the very least.

We are focused on helping Oxfordshire continue to lead the way to national economic recovery, and on being at the forefront of public sector efficiency, ensuring the best use of our shrinking budget.

Over the last year we have successfully:

- Delivered further significant savings: in total, we have made savings of £127 million from 2010 to the end of 2012/13
- Reduced the number of staff we employ while integrating staff from partner organisations.
- Worked with the new Local Enterprise Partnership and other partners to support growth via measures such as bringing forward improvement to our road and rail infrastructure, and backing Oxford's successful bid to be a Superconnected City with ultrafast broadband and public wifi.
- Supported schools and parents to deliver a significant improvement in primary school results
- Completed the process of delivering Early Intervention Hubs to support children and families
- Targeted extra resources from the NHS, by working with the Oxfordshire Clinical Commissioning Group, which have contributed to an increase in the level of adult social care services.
- Worked closely with the Oxfordshire Clinical Commissioning Group and other partners to prepare for the return of Public Health to local government in April 2013.
- Responded to widespread flooding across the county, minimising risks to life and damage to property.
- Supported the new Police and Crime Commissioner for the Thames Valley, setting out the county's key priorities to tackle crime, help victims, and reduce anti-social behaviour.
- Got bus services back up and running after private firms delivering services have found themselves in financial difficulties.

Over the next twelve months we have a range of ambitions - among these we plan to:

- Continue to deliver savings while protecting frontline services as far as possible
- Play a leading role in enabling economic growth, including - continued backing for new rail lines and improved services at Oxfordshire stations; working on delivering fast broadband across the county (including superfast broadband at key locations); and seeking Government approval for the Deal for local growth
- Focus on protection, prevention, and aspiration, keeping young people safe through promoting and coordinating seamless cooperation between agencies
- Support older people living independently for as long as possible, and provide social care service users with more control over their daily lives
- Fully introduce the Public Health Directorate to the county council's structure and integrate it as a core component of our work and priorities.
- Support schools to become Academies and continue to champion further improvements in educational attainment, making sure our schoolchildren have high aspirations, and the best possible chance of achieving them.
- Increase the capacity of the Thornhill Park and Ride site and work to ensure best value for money from transport services we fund, in particular buses.
- Continue to increase our energy efficiency and innovative sources of power, in order to reduce waste and minimise our energy bills.
- Consult on a Local Flood Risk Management Strategy which will give us a clear vision for how flood risk will be dealt with in Oxfordshire.

In this plan you can read about our strategic objectives for the county in more detail, as well find out how we plan to deliver against them, and how we will measure our success.

## What we do



### **3. A Thriving Oxfordshire**

Our overall ambition is to deliver "A Thriving Oxfordshire". By this we mean a county where:

- businesses have the opportunity to start up, to succeed, and to expand
- where people are able to access the opportunities they need in education, employment, and leisure to lead happy and fulfilled lives and achieve their ambitions
- communities are healthy, vibrant and active.

We want Oxfordshire to continue to be recognised as a great place to live, and as a county which combines the best of the past with a clear vision for the future. We aim to deliver the best outcomes for today, and for tomorrow. In working towards our overall ambition, we will deliver efficient and reliable services, and help people to help themselves.

We have identified three strategic objectives which make up what we want to deliver.

- Building a world class economy
- Supporting healthy and thriving communities
- Enhancing the environment

Figure x.x (Golden Thread) shows how this Plan fits within the other documents which set out what we hope to deliver, and how we intend to deliver it. The long-term plan for the county is set out in Oxfordshire 2030, which was developed in 2008 with a range of partners including the NHS, police, district and local councils, the Universities, charities, local businesses and others [name if relevant, church groups, race equality council, RCC, MoD, environment agency, Oxford United].

Since this Corporate Plan was initially developed in 2011 things have changed. In particular, the public sector is going to have a great deal less money to spend on directly providing services than many assumed at the time. Despite this, we are ready to take on the challenge - we believe that our overall ambitions remain the right ones for the county, and that close working with partners is the right way to deliver those ambitions.

[Insert Figure x.x Golden Thread]

#### **4. Championing a World Class Economy**

Oxfordshire forms the hub of Britain's knowledge economy with the largest concentration of research and development activity in Western Europe, driven by Science Vale UK, two universities and their many spin-off research centres and start-up businesses.

We continue to have one of the strongest economies in the South East. The key strength of the Oxfordshire economy is its diversity. From space technology to arts and music festivals and from bioscience to banking, Oxfordshire has a rich mix of business sectors, spread across the county, which are helping to drive the UK economy forward.

The on-going success of our economy is fundamental to achieving the county council's broader ambitions for Oxfordshire. Without economic success we will lack the ability to compete in the global market and generate the wealth that will in turn enable investment to be made more widely in society.

##### **Economic Development**

Economic growth has to be delivered by business, but the county council has a vital role to play in providing strategic leadership and facilitating an environment that enables business to flourish. We are key partners in the Oxfordshire Local Enterprise Partnership and are supporting the delivery of an Enterprise Zone at Science Vale UK.

With the Oxfordshire Local Enterprise Partnership, we are working actively to deliver programmes and proposals within the 'Oxfordshire Growth Arc' – this comprises three priority areas of economic growth, enterprise and housing development in Oxfordshire over the next twenty years. The three areas are Oxford City, Science Vale UK (which includes the Enterprise Zone) and Bicester (see the 'Place-Focused Growth' section for more on this.)

##### **Infrastructure**

The county council has a key role to play in the leadership of strategic planning and infrastructure provision across Oxfordshire. We want to ensure that infrastructure enables economic growth, and supports residents who live and work in the county. The Oxfordshire Local Investment Plan (LIP) - created in partnership with Oxfordshire's district councils and central Government agencies - sets out a shared vision and priorities for delivering housing growth, economic development, regeneration, and infrastructure, in other words "sustainable place making". Taken together, the schemes within the LIP could deliver 28,550 new homes across Oxfordshire, including 11,500 affordable homes. It could also facilitate the delivery of up to 44,500 new jobs.

It is expected that funding for infrastructure will remain tight. In this context we will continue to work closely with district council colleagues, through the Spatial Planning and Infrastructure Partnership, to identify sources of funding and to maximise and align national and local funding to a common agenda.

## **Place-Focused Growth**

We are working closely with our district council colleagues and other partners to deliver growth in the priority locations of Oxford City, Bicester, and Science Vale.

In Oxford, the aim is to maintain the city's prominence as a first-class regional destination for retail, tourism and leisure as well as business. Priorities to deliver this include: updating the Oxford Transport Strategy to set out a new vision and focus for access and movement over the next twenty years – particularly in light of the development opportunities in the West End of Oxford; and ensuring the investment in the local rail network and Oxford Rail Station acts a catalyst for providing a gateway that befits Oxford's status.

At Science Vale UK, the aim is to build upon its recognised status as a centre for science, innovation and enterprise, establishing a sustainable economic hub. Priorities to deliver this include creating an additional 12,000 jobs, with significant longer term potential for additional jobs on land currently home to Didcot A power station, and providing 14,000 new homes. This growth will be supported by improved access to the national transport network (both the A34 and rail network) as well as within the Science Vale area.

At Bicester, the aim is to build on the town's strengths which include a retail outlet village with in excess of 5.5 million visitors a year, a dynamic further education college, good links to the M40, and rail links to Birmingham and London. Priorities to deliver this include: creating 15-20,000 new jobs on land allocated for economic growth; providing 10,000 new homes at a number of strategic housing sites; and improving the transport network.

## **Transport**

Enabling ease of transport movement remains a key objective. Oxford already has some of the highest use of public transport in the country and we will continue to work closely with local bus companies to build upon this. Parking capacity at the Thornhill Park and Ride will be increased from spring 2013 to meet rising demand for access to Oxford by bus.

Significant improvements are planned for the local rail network, including the opening of a second mainline route between Oxford and London via Bicester with a new station at Water Eaton by 2015. The Government has also given approval for a new East-West rail line linking Reading, Oxford and Aylesbury with Milton Keynes and Bedford. This will put Oxford at the heart of the national rail "electric spine" by 2017.

Further work is also underway with Government agencies to deliver improved road links at pinch points across the County, to support growth. This includes Junction 9 of the M40 at Bicester and improvements to the network around the Science Vale area.

## **Broadband**

Although some areas in Oxfordshire are already taking advantage of high speed broadband, other parts of the county, in particular rural areas, lack access to a basic level of service.

Faster and more reliable broadband is critical for many reasons: it supports economic growth and the business community; enables new ways of learning within our schools, colleges and universities; and facilitates the delivery of public services in new and diverse ways.

The council is working closely with public and private sector organisations and with individual communities to develop the right solutions so that Oxfordshire can reap the many benefits of being better connected.

### **Skills and educational attainment**

Despite the many positives outlined above the county does face a number of challenges, in particular the need to address a skills gap.

A significant factor is Oxfordshire's relatively weak educational attainment performance. The county council has launched an education strategy 'A Strategy for Change - Improving Educational Outcomes in Oxfordshire' designed to help improve our position. It sets out a clear vision 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'.

Results in 2012 saw steps in the right direction at Early Years Foundation Stage and at Key Stage 2. However there is still considerable progress to be made to reach the aspirations the council, pupils, parents and schools hold.

The council also facilitates the Oxfordshire Skills Board and works with them to produce an annual Skills Needs Analysis, which helps us to understand the difference between the number of courses taken up by learners and the number of jobs in each sector. There is evidence that local training providers are adapting their courses in response to this analysis.

We are also extensively involved in Oxfordshire Apprenticeships, which has held "Tell not Sell" events since April 2012 which over 100 employers have attended. Since 2011, the number of all age apprenticeship starts has increased significantly and is now improving at a faster rate than other areas in the South East.

### **Our Priorities for Action**

- Oxfordshire Local Enterprise Partnership (LEP) – we will continue to support the partnership and help deliver its priorities. We will work through the LEP with the private and academic sectors to create the conditions to realise Oxfordshire's economic potential.
- Infrastructure – we will work across the public sector locally and with central government agencies to deliver the priorities identified in Oxfordshire's Local Investment Plan. We will work

with the district and city councils to support the introduction of the Community Infrastructure Levy and look to develop our innovative approach to funding

- Transport – we will work closely with our partners to ensure that our transport strategy supports the needs of the local economy and realises the opportunity to develop a truly integrated transport system. We will seek to maintain and where possible improve the condition of our roads and to work with communities to focus highway maintenance activity where it is most needed.
- Broadband – we are working with business network providers to develop and implement a broadband solution for Oxfordshire which will improve broadband speeds and reliability by 2015. It will benefit those residents and businesses that would have otherwise been excluded from private sector broadband plans.
- Skills and educational attainment - We will continue to support the Oxfordshire Skills Board and continue to work to increase the availability of apprenticeship training. Through the implementation of the county's Education Strategy we will play a key role in driving forward improvements in attainment.

## Measuring Progress

### Future Indicators of Success

Increased employment opportunities, measured by increased business start-ups, the number of jobs created and the number of jobs safeguarded

Road repairs made in accordance with set targets

Broadband rolled out to priority areas

More primary and secondary schools graded good or outstanding by Ofsted

Improved educational attainment at Key Stages 1, 2 & 4

More 'all age' Apprenticeship starts

A reduced percentage of Young People Not in Education Employment or Training ('NEET')

## Success Story

### Keeping the buses running for Oxfordshire residents

In October 2012 one of the county's bus operators, responsible for 14 bus routes and 30 school bus routes across the county, suddenly went into administration.

With the weekend nearing, council leaders were clear that urgent action was necessary. The potential for serious disruption to bus users, school children and residents was high and unacceptable.

Using the county council's close relationship with bus providers across the county, council leaders were able to act quickly and secure the situation, ensuring:

- Delivery of free bus services over that initial weekend across all the affected routes to ensure that bus users did not experience any disruption
- Contracts were renegotiated with alternative bus providers for all the affected routes to ensure they could take over after the weekend and provide a service with no changes to the timetable

That quick action secured bus services along those affected routes providing stability and allowing a proper re-tendering of the contracts for those routes to be planned. The county council ensured that bus users were able to plan their journeys and take the bus without any disruption.

### Oxfordshire Stats

- 36 per cent of Oxfordshire residents have a level 4, or higher, qualification (level 4 qualifications include undergraduate degrees)
- 10 per cent are self-employed
- 43 per cent are in full-time employment – higher than the regional and national averages
- There are over 29,000 active businesses in our county

## **5. Supporting Healthy and Thriving Communities**

According to most of our residents, Oxfordshire is a good place to live. People are generally affluent and healthy, the sense of community is strong and people feel safe in their local areas. However we do have pockets of disadvantage within the county, while demands on both our adult and children's social care services continue to increase. As a council we are determined to face these challenges by supporting the most vulnerable of Oxfordshire's residents and by enabling all residents to thrive through making informed decisions about how they live.

### **Health**

The county's Public Health team joins the council in April 2013 to work across the organization, and with partners, to improve health outcomes. In particular public health has a role in: ensuring access to a range of health improvement services for the whole population; addressing the needs of more vulnerable and disadvantaged groups; preventing long-term illness or the risk of early death; promoting mental wellbeing; promoting healthy lifestyles; tackling obesity and reducing alcohol-related harm; fighting killer diseases; tackling emergencies; and offering public health expertise back to the NHS.

We have a well-established Health and Wellbeing Board in Oxfordshire, and will ensure that new commissioning arrangements are effective in improving health and wellbeing, addressing health inequalities and meeting local need.

### **Breaking the cycle of deprivation**

Overall Oxfordshire is an affluent county and levels of disadvantage are low, but some areas in Oxford City and Banbury fall within the 20 per cent most deprived areas in the country. We will continue to work closely with our partners in these communities to focus on improving health, raising skill levels, ensuring safer communities and reducing unemployment, as dealing with these issues can lead to better outcomes across the board.

### **Thriving families**

The Thriving Families Programme is in place to offer intensive, family-based interventions to 810 families who face multiple and significant difficulties, which persist through the generations. These are some of our most vulnerable and resource intensive families who are a significant cost to the tax payer.

This work forms part of the government's three year 'Troubled Families' programme which aims to turn people's lives around through ensuring: children are in school, adults are in work and crime and anti-social behaviour is reduced. At the county council we are also working with families where parental mental ill health and drugs and substance misuse are impacting their lives and adversely affecting the children.

Our approach is to provide intensive support to the whole family, coordinated by a key worker but delivered through multi-agency teams. In addition, Oxfordshire is taking an innovative approach in developing focused pockets of

work in communities where families with significant challenges are clustered and where there are widespread concerns about particular issues, such as non-school attendance and anti-social behaviour.

We are determined to embed this seamless, multi-agency, approach throughout our early intervention and prevention work so that the benefits of this work are felt in the long-term.

### **Demographic change**

The proportion of older people in the population is increasing rapidly, particularly in rural areas. The number of younger adults with disabilities is also growing. These changes present opportunities, as older people are more likely to be actively involved in their communities, carrying with them a wealth of knowledge and experience. However demand for social and health care services is also increasing. Another contributing factor to the increase in demand is the growing number of older people with dementia who require access to new emerging treatments. We will continue to work closely across the public sector and in our commissioning practices to meet these needs effectively.

### **Supporting and safeguarding the vulnerable**

The council will continue to focus relentlessly on supporting and protecting our most vulnerable residents by effectively targeting resources to those most in need, including children, young people and their families, older people and those with disabilities. We will do everything within our power to keep our most vulnerable children and adult residents safe, and work in partnership with others to identify and mitigate risks.

- **Children and young people**

Children's social care will continue to focus on protecting children at risk of harm or neglect and tackling, as well as preventing, cases of child sexual exploitation. We have made considerable investments in frontline children's social care services to ensure we have sufficient capacity to maintain high standards and ensure children and young people are appropriately safeguarded. A new joint resource (the Kingfisher team) established specifically to focus on child sexual exploitation is a demonstration of our commitment. Working with the police and health – as well as other key partners such as Oxfordshire's district councils and its voluntary sector - to embed the team and continue to strengthen joint working is a key priority during 2013/14.

Engagement and involvement are key principles which underpin the work to support vulnerable children and their families. Our Children in Care Council has been rated as 'outstanding' by Ofsted in two separate inspections in 2011/12. The views and experiences of children, young people, parents and carers fundamentally shape and influence service improvement and delivery.

- **Adults**

We will continue to provide information and support to individuals and their carers to ensure people can live a life free from abuse and the fear of abuse

and can have care and support which meets their needs. We will treat people as individuals and with dignity and respect. We will invest in reablement – this means helping people to maintain or regain their independence by learning or re-learning the skills necessary for daily living. Community development, including working in localities with districts and the NHS to support local decision-making about how best to support older people in their community, also remains key.

### **Prevention**

We will, as far as possible, continue to invest in prevention as a cost effective approach leading to better outcomes for people of all ages. For example, giving children a good start in life and promoting healthy lifestyles throughout adulthood is key to public health. This will result in healthier old age, reducing demand on more expensive and specialist service delivery.

- **Children and young people**

Giving children a good start in life will prevent many problems from ever occurring. Where issues do occur we are committed to providing early help in order to avoid problems escalating and family needs becoming more complex. Our early intervention service, provided through hubs and children's centres across the county, is pivotal to our targeted prevention approach. The service brings together previously separate teams to give co-ordinated support to children and young people who are at risk of not having good outcomes. A wide range of partner organisations refer individuals to the service and support its provision of 'whole family', integrated services. Early intervention is closely linked to supporting better educational outcomes and ensuring a good start in life, particularly through targeted work with young and vulnerable parents.

- **Adults**

Prevention is also key to our approach in adult services. We want to keep people well and help them to live at home and remain active in their local communities for as long as possible, and avoid, reduce and delay the need for more complex care or admission to a care home. We will continue to enable people to live at home for longer through investing in equipment and assistive technology. We are working with our district council colleagues, through our Spatial Planning and Infrastructure Partnership, to increase Extra Care Housing, which enables people to live independently with varying levels of care and support on site. Alongside this, our approach towards creating a safer Oxfordshire will be to continue working with vulnerable people, especially around crime, and helping them to live independently at home and feel safe.

This approach is enhanced further by the Fire and Rescue Service being an integrated service within the council and working with adult services, so that key professionals can highlight the safety needs of vulnerable people to each other in a timely and effective manner. Our Fire and Rescue Service continues to be on target, through the '365 Alive' campaign, to save lives, protect property and support the local economy.

From April 2012 all adults eligible for social care support from the council have had their own personal budgets to use to make their own choices and have greater control over the way they live their lives.

### **Empowering Oxfordshire**

The localism agenda aligns well with the importance that the county council places on encouraging volunteering and enabling residents and communities to address for themselves the issues that matter locally. The county has a strong voluntary sector with over 3,800 community and voluntary groups, an above average number of regular volunteers and an increasing number of communities preparing neighbourhood plans.

Our Big Society Fund proved popular as it tapped into this wealth of active communities and supported them in taking the lead with services that mattered to them. Looking to build on that success, the Big Society Fund became 'Councillor Community Budgets' in 2012 which allow even greater local say over how money is spent. Under the revised system each county councillor has a £10,000 budget to support the projects that matter most to their local community. It is up to councillors to decide how to spend their budgets; reflecting the principle that councillors are best placed to recognise and meet the needs of their local communities.

Our work recognizes the role that county councillors have as community leaders and social entrepreneurs. They will continue to work with support organisations and community groups to develop and promote community-led models of service delivery wherever they are viable.

### **Military community**

There is a significant military presence in Oxfordshire with over 11,000 personnel based at six locations across the county including RAF Brize Norton, the UK's repatriation centre. Oxfordshire County Council was the first local authority in the country to pledge support to the Armed Forces Community Covenant and we are fully committed to supporting local military residents and their families. Oxfordshire has had a strong Civilian Military Partnership for a number of years and military partnership working is embedded throughout the organisation. Through productive partnership working there have been real improvements in the lives of military personnel and their families; including improved access to health services and school places, as well as employment opportunities for service leavers. This political commitment was re-affirmed with the appointment of five councillors as military champions which strengthen our relationships with the bases.

Oxfordshire has a genuine desire to help our local armed forces, which is what makes the partnership so dynamic and robust. To date we have secured over £300,000 of funding from the Ministry of Defence Covenant Grant Scheme for projects including Armed Forces Playdays and an RAF themed playground in Carterton.

## Our Priorities for Action

- Public Health – the Public Health, Social and Community Services and Children, Education and Families Directorates will work with the Oxfordshire Clinical Commissioning Group and other partners to ensure effective commissioning arrangements are in place to improve health and social care outcomes by addressing health inequalities and prioritizing areas of local need.
- Breaking the Cycle of Deprivation – we will continue to work to improve the quality of life in the most deprived areas of the county by: promoting better engagement in education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty.
- Thriving Families - we will work with 365 families in the first year of the three year Thriving Families programme
- Supporting and safeguarding – we will continue to work in close partnership with the police, schools, health service and others to ensure that everyone is treated with dignity and respect, should not have to worry about becoming vulnerable, and can live a life free from both abuse and the fear of abuse.
- Prevention – we will maintain our focus on primary prevention of ill health as well as preventing the need for more specialist services through the targeted early identification of problems and early intervention in adult and children's services. We will also help reduce the number of fires, those killed and seriously injured on our roads and help prevent crime.
- Empowering Oxfordshire – we will work with elected members, local communities and voluntary organisations to empower communities to take more responsibility for the issues that matter to them.

## Measuring Progress

### Indicators of Success

Overall improvement of public health outcomes as defined in the Director of Public Health annual report and the Joint Health and Wellbeing Board Strategy

An increased proportion of people who use social care services who report

they feel safe each year

An increased proportion of people who use services having personal control over their daily life

Improved overall satisfaction of people who use services with their care and support

Improved overall performance in relation to adult safeguarding

Improved overall performance in relation to the safeguarding of children

Delayed and reduced need for care and support from adult social care services

Overall improvement in outcomes for families using Early Intervention Services

An increased proportion of attendances at emergencies by a fire engine sent from the nearest fire station made within target response times

365 more people alive because of a reduction in deaths caused by accidental dwelling fires and road traffic collisions

## Success Story

### **Finding new ways to work with young people**

Oxfordshire's Phoenix Project is a joint initiative between Oxfordshire Fire and Rescue and the Early Intervention Service, engaging young people at risk of becoming excluded from school.

This innovative project, unique to Oxfordshire, gives young people the opportunity to learn practical fire fighting skills combined with classroom-based teaching. The aim is to improve behaviour and engage young people in learning. On completion of the course participants take part in a ceremony marking their achievements. Families are also invited to the ceremony to share in the success, giving all involved a real sense of pride.

As part of Oxfordshire's thriving communities agenda, the project has achieved positive results - increasing self-esteem amongst children taking part and changing the behaviour of many young people no longer considered at risk of exclusion.

One participant, aged 14, said "It was a great experience and I'm so glad I completed it and got my certificate. It taught me to calm down and be politer to people and follow instructions. At first I wanted to give up as it was hard work, but I was determined to get my certificate and prove wrong the people who said I couldn't do it."

## Oxfordshire Stats

- 16 per cent of Oxfordshire residents are over 65 years old
- 19 per cent are under 16 years old
- 9 per cent are from a non-white ethnic group
- 10 per cent provide unpaid care to another person

## **6. Enhancing the Environment**

Oxfordshire is the most rural county in the South East of England - almost half of the county's population lives in one of 302 rural parishes. Oxfordshire's rural communities are very active, between them running nearly 300 village halls and around 70 community transport schemes. However pockets of rural deprivation also exist, with fuel poverty and access to services being key problems for many.

As well as having intrinsic value, the natural environment contributes both to the economy and to the health and wellbeing of residents. For example, the county's 1,658 farms generate an estimated £128million of food every year, and support 4,000 jobs. Meanwhile, the county's rights of way and natural environment assets are estimated to be worth £34.7 million through tourism and recreation spend.

As a council we need to manage the tension between our desire for economic growth and the need to enhance and protect our environment. Our plans, therefore, aim for a 'resilient' Oxfordshire, protecting the environment while enabling business to thrive and grow.

### **Historic and Natural Environment**

A county Green Infrastructure Strategy is due in 2014 to help protect our valuable assets and meet the needs of existing and new communities. External funding has also been gained to help us better understand our Historic Landscape. We will continue to deliver on-the ground environmental benefits with communities via our Hosted Projects – where we support community projects on the environment - and with our responsibilities around Areas of Outstanding Natural Beauty (AONBs). We will focus on improving the delivery capacity of key partnerships as a means of managing the continued pressure on funding throughout the sector.

### **Countrywide Access**

We want our residents to get the most value from all accessible countryside and public rights of way in the county. We will work towards: ensuring the rights of way network is usable and accessible to all; helping people to understand and enjoy the network; increasing public and community engagement; meeting community needs by securing resources and funding from developments and grants.

### **Flooding**

With around 12 per cent of the county lying within the floodplain there will always be a significant risk of flooding in Oxfordshire, as we unfortunately witnessed in November 2012. Since 2010 we have been required to lead the coordination of flood risk management for surface water, groundwater and smaller watercourses in their area. We are in the process of producing a Local Flood Risk Management Strategy, and will be consulting on the document in 2013. A final document needs to be published in 2014 and will give a clear vision for how flood risk will be dealt with in Oxfordshire.

Our responses to flooding have been honed since our experience of July 2007's floods, with the fire service, customer service, social care and highways teams working together to deal with the flood water, and to assist and inform residents, particularly the most vulnerable.

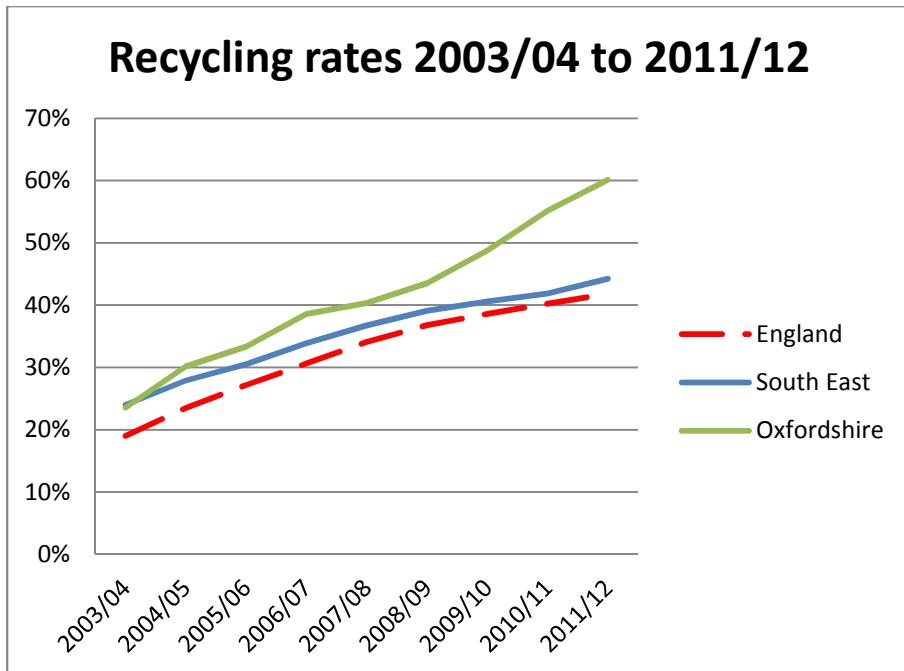
### **Energy**

Energy costs are high and forecast to continue to rise rapidly. In order to achieve financial savings we will continue to invest in energy efficiency measures in our buildings, including schools, and reduce our demand for energy. Through the Oxfordshire Environment Partnership, we are working with all councils across the county to promote the Green Deal – which helps people make energy saving home improvements. As part of this we will also support the development of local supply chains, where tradesmen gain accreditation under the scheme, meaning employment benefits can stay within the county. Through Oxfordshire Total Retrofit – a partnership with Oxford City Council - we are exploring innovative forms of funding for local energy infrastructure.

### **Waste Management**

On-going investment in our services has resulted in very high levels of waste recycling, with over 60 per cent of household waste now recycled or composted county wide. This is the best rate achieved by a county council in 2011/12. We will continue working with partners to build on this progress, further reducing the amount sent to landfill and minimising our costs. We have increased the types of material we can recycle at our Household Waste Recycling Centres (HWRCs), including mattresses and soft furnishings, and in the future, as well as increasing recycling and composting, we are looking to promote 'reuse' activity, to decrease waste overall.

In 2014/15 our Energy from Waste facility will open, diverting all of Oxfordshire's residual municipal waste from landfill and generating enough electricity to power around 38,000 homes, reducing greenhouse gas emissions by approximately 56,800 tonnes of carbon dioxide per year.



## Our Priorities for Action

- Historic and natural environment – we will develop a Green Infrastructure Strategy for a ‘resilient’ Oxfordshire where the county’s resources are used as effectively as possible and the impact of economic growth on our environment is minimised
- Access - We will work with partner organisations, volunteers, community groups and local communities to protect the natural environment, and maintain the rights of way network as an important part of the rural economy.
- Flooding – we will consult on a Local Flood Risk Management Strategy which will give us a clear vision for how flood risk will be dealt with in Oxfordshire.
- Energy –We will collaborate with our partners and with community groups to promote energy saving and renewable energy through programmes such as the Green Deal and Oxfordshire Total Retrofit.
- Waste management – We will continue to work with partners to help reduce the amount of waste residents produce, and to increase reuse. We are working with partners and contractors to ensure the opening of the Energy from Waste facility in 2014/15.

## Measuring Progress

### Future Indicators of Success

A reduction in the amount of waste, per head of population  
More household waste reused, recycled and composted  
An increased quantity of renewable energy supply secured  
Less energy consumed corporately, and by schools  
More volunteer days given by council staff to support the rights of way network

### Oxfordshire Stats

- Almost 25 per cent of land in Oxfordshire is part of an Area of Outstanding Natural Beauty (AONB)
- On average, each Oxfordshire resident produces 7.4 tonnes of carbon dioxide emissions per year - the national average is 6.6 tonnes
- A third of Oxfordshire's carbon emissions come from domestic sources
- Over 60 per cent of our household waste is recycled or composted

## **7. Delivering Efficient Public Services**

The Council has an excellent track record of delivering value for money and we were 'ahead of the game' in preparing for the difficult times in which we now find ourselves. We delivered £127 million of savings from 2010 to the end of 2012/13.

This plan covers the period from 2013/14 to 2017/18. However local government faces a very significant change in how funding is allocated from 2013/14, and we expect that there will be further reductions in national government budgets in the next Spending Review period, which will inevitably have a knock on effect locally.

In addition there are county council elections in May 2013, meaning that there will be different elected councillors sitting on the Council from this point, and they may wish to take different decisions for future years.

This combination of factors means that financial plans beyond 2013/14 can be indicative only and will need further refinement once there is greater clarity from government and elected councillors in Oxfordshire about the new arrangements and their preferred approach.

### **Delivering our Business Strategy**

Although the recent financial situation has presented many challenges and the need for some very tough decisions, it has also provided an opportunity to radically rethink the way we do business and to look again at how we provide value for money for local people.

In 2010/11 we developed Business Strategies, aligned with the Corporate Plan, to outline the changes that were required to achieve our savings. Three years on we find ourselves in a significantly different place; we are a much leaner and more efficient organisation, focused on delivering core services to support the public, particularly those vulnerable residents with the greatest need. We have undergone significant restructuring, reduced the number of senior managers and stripped out management layers throughout the organisation.

We now have very strong foundations to build upon. Our focus for the coming period will be to achieve a new way of working that will:

- Maximise the benefits of new technology – we are already using new technology to help us to work more efficiently and improve the way we provide information, support and access to services. We also have plans in place to further streamline the way we work, so that our staff will be able to spend more time with customers, clients, providers and partners. As this progresses we will be able to free up and reduce office space – helping us to save money.

Our next phase of development for Customer Services is focused on improving direct citizen access to council services by offering opportunities for on-line self-service and streamlining existing processes wherever possible. We also want to ensure that we can provide support when people need and want it – not simply a 9 – 5 experience.

We will place greater focus on our initial contact with customers whether that is face to face, by phone or via the web. Many of our contacts are requests for information, others are requests to access, book or buy a particular service. We know from our customer feedback that getting the right information or help at first contact can make the difference between a good experience and a poor experience of the council. Staff training and our system development will be geared to this.

- Rationalise our assets – the Council owns over 800 buildings, including nearly 300 schools. We know that there is scope to significantly reduce the number of non-school buildings and we will focus particularly on working closely with other public sector organisations to jointly consider our presence in key locations throughout the county. This should improve joined up service delivery across organisations and improve access for customers.

### **Equalities**

As our *Equality Policy 2012-17* sets out, we are committed to making Oxfordshire a fair and equal place in which to live, work and visit. We have identified four key issues that will guide our approach:

- understanding the needs of our customers
- providing accessible, local and personalised services
- supporting thriving and cohesive communities
- promoting a culture of fairness

We are committed to assessing the impact of any service changes on our residents in order to promote fairness, and will be using both our own data as well as the latest census figures to inform such work.

### **Public engagement**

As well as having a say through elections we will ensure that when the council plans to make changes to a service we will continue to involve and consult relevant people (residents, service users, providers and partners), and will endeavor to undertake service and community impact assessments to ensure that the vulnerable and other sections of our communities are not unfairly disadvantaged by any changes.

### **Our Priorities for Action**

- Delivering our savings target – delivering our challenging but achievable programme to meet our savings target of £77 million from 2013 to 2017
- Business Strategy – we will continue to deliver our business strategies. In particular, we will:
  - Improve our use of technology to both streamline staff work practices and improve citizen access
  - Rationalise our property and encourage the co-location of public sector services across the county
- Engagement – we will ensure robust involvement and consultation processes and assess the impact of any changes wherever possible

### **Measuring Progress**

<b>Future Indicators of Success</b>
Budget savings agreed by Council achieved
Costs of the property portfolio reduced, according to targets set in the Medium Term Financial Plan
An increased percentage of customers that are satisfied or very satisfied with overall service for the customer services centre

### **Success Story**

#### **Securing value for money for residents**

In 2012 Oxfordshire County Council decided to look at a range of contracts it had with suppliers delivering a variety of facilities and property management services - everything from capital works to catering for Oxfordshire schools.

We identified an opportunity to achieve a better integrated service and, through that, significant savings for the county council. Through an innovative approach we designed a tender which would bring together the services under one contract.

Following a competitive process the county awarded the 10-year partnership to Carillion; the first contract of its kind to be awarded by a local authority.

As well as achieving revenue savings of £550,000 per year for the council, the partnership has committed to improve quality to all service users by developing the skills of the people at the frontline of service delivery and by transforming the structures of service delivery. Our ambition is that this will develop resilience within council services, protecting against future risks and providing the flexibility to take new opportunities as they arise.

The partnership also allows other participating bodies including health and other public sector organisations, the district councils, schools and further education colleges across Oxfordshire to benefit from similar services without having to undertake further procurement or costs.

The innovative and co-ordinated approach to procurement has ensured that across the whole county we gain from better services and greater savings.

## **8. Providing Leadership and Enabling Partnership Working**

We are all operating in a rapidly shifting world: the changes in funding and the government's broad policy agenda make smarter joint working and effective collaboration between local partners increasingly essential if we are to achieve our aims.

The county council acts as the strategic leader for Oxfordshire and has an important agenda setting role. We have a legacy of successful partnership working in Oxfordshire and excellent joint work is already in place across much of what we do.

This section of the Corporate Plan provides just a few examples of our partnerships, and outlines their priorities over the coming months and years.

We will continue to build on this success and join up our services wherever it means that we achieve better outcomes and value for money for Oxfordshire's residents.

### **Championing a World Class Economy: Bicester Vision**

Bicester Vision is a public/private sector partnership set up in the town to bring together the two sectors to deliver economic growth and promote Bicester as a place to do business.

The partnership is made up of representatives from all three-tiers of local government as well as a number of employers from the town. As Bicester is one of the Oxfordshire Local Enterprise Partnership's (LEP) strategic priority locations for growth, a representative from Bicester Vision sits on the LEP's Board.

#### *Priorities*

An action plan has been produced to define the priorities for Bicester Vision to enable its three strategic objectives to be met. The objectives are:

- Assisting established businesses and attracting new businesses to the area
- Promoting Bicester as a destination to live, work and do business.
- Influencing government and decision makers

## **Raising Attainment for Children and Young People: The Oxfordshire Education Transformation Board**

The Oxfordshire Education Transformation Board is the body that oversees the delivery of the county council's education strategy 'A Strategy for Change' which was published in 2012. It has 20 members including representatives from primary, secondary and special schools, Oxford Brookes University and the teaching unions and it meets six times a year. As the number of Academies grows, the council will have an increasingly facilitative role in education and we will focus on enabling school-to-school support and working in partnership with schools to safeguard the needs of the most vulnerable learners. The Oxfordshire Education Transformation Board is an important forum where these relationships are managed.

### *Priorities*

- Reviewing progress and actions needed to meet ambitious county-wide targets
- Keeping an overview of quality assurance of the county council's services supporting school improvement
- Being outward looking to find best practice from which Oxfordshire children and young people could benefit

## **Safeguarding Communities (1): The Oxfordshire Safeguarding Children Board**

The Oxfordshire Safeguarding Children Board's membership includes representatives from Oxfordshire's district councils, Thames Valley Police, Thames Valley Probation Service, the county council's Children Education and Families Directorate, county councillors and the NHS. It quality assures what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in Oxfordshire.

### *Priorities*

- Responding to, and learning from, the cases of child sexual exploitation in Oxfordshire
- Keeping all children and young people safer
- Ensuring links with groups such as the Children and Young People's Board, the Oxfordshire Children's Domestic Violence Steering Group, the Drug and Alcohol Action Team and the private and voluntary sector

## **Safeguarding Communities (2): Oxfordshire Safer Communities Partnership (OSCP)**

OSCP includes representatives from Oxfordshire's district councils, Thames Valley Police, Thames Valley Probation Service, the county's Safer Communities Unit, the Fire and Rescue Service, local Community Safety Partnerships (CSPs), service providers, and the voluntary sector. The partnership provides proactive leadership, including the commissioning of services, in the drive to improve community safety across Oxfordshire.

*Priorities*

- Monitoring the delivery of the Oxfordshire Safer Communities Partnership (OSCP) five year Business Plan 2012 – 2017
- Working with the new Police and Crime Commissioner to ensure they recognise and support the community safety and crime reduction priorities identified in Oxfordshire.

**Improving Health and Wellbeing: The Health and Wellbeing Board**

Responsibility for public health will transfer to the county council from April 2013, and through the Health and Wellbeing Board the county council has worked with the Clinical Commissioning Group, district councils and the voluntary sector to identify key priorities and shared commitment to improving the health and wellbeing of local people.

*Priorities*

- Facilitating a seamless transition of public health responsibilities to the council,
- Delivering Oxfordshire's Joint Health and Wellbeing Strategy 2012-2016.
- Ensuring better integration of commissioning and service delivery with the NHS, in the context of significant organisational and structural changes in the NHS

**Enhancing the Environment: Oxfordshire Waste Partnership**

Oxfordshire County Council and all the district councils work through the Oxfordshire Waste Partnership (OWP) to continuously improve the waste management services within the county. The OWP's achievements to date include rolling out a new collection system across the whole county and the successful procurement of new waste treatment facilities, including energy from waste and food waste treatment plants. As a result, Oxfordshire is the best county council in the country at recycling and composting, with performance of over

60%, and we achieved the lowest residual waste per household of any county council for 2011/12.

*Priorities*

- Improving on our current recycling and composting rates, looking for new material-types to recycle, and encouraging residents to recycle while 'on the go' as well as at home
- Increasing the reuse provision in the county, continuing our campaigns to help residents reduce the amount of waste that they produce

## 9. Delivering this Plan

Our key challenge remains the delivery of better outcomes for local people in the context of significantly reduced resources available to provide or commission services.

This challenge also presents a real opportunity for us to think radically about how we deliver our services across the council, getting the best value out of the resources which remain available to us.

## PRINCIPLES

In delivering the priorities set out in this plan the Council is committed to the following principles:

- **A County that Helps You Help Yourself** - we will provide residents with the choices, information and support they need to live well. Sometimes this will be through services we provide or commission, but more and more often it will be helping them make independent decisions and to find their own solutions.
- **A County of Ambition and Success** - we will help Oxfordshire become a place where whatever your background, whatever your circumstances, and wherever you live there are opportunities to create a better life for you and your family.
- **A County of Collaboration and Dialogue** - the county council will take the lead in bringing together public, private, and voluntary sector partners, with the wider community, to plan ahead and work in an integrated and efficient fashion to deliver the best outcomes for Oxfordshire's residents and businesses.

## VALUES

Our staff work with six principles in mind when putting the actions required to deliver this plan into practice.

- **Customer focus** – putting the needs of our customers at the heart of everything we do and improving opportunities for local people to have their say and get involved with council decision-making.
- **Honesty** – being open and transparent about how we

operate, prepared to admit where we need to do better and communicating the reasons if we are not able to meet the needs of local communities.

- **One team** – working collectively as a council and valuing and developing our staff to perform to the best of their abilities.
- **Innovation** – challenging the way that things have always been done, encouraging and embracing new approaches to meeting the needs of customers, making the delivery of services more efficient and effective.
- **Can-do** – seeing problems and issues as opportunities and looking for solutions, rather than viewing difficulties as obstacles to what we want to achieve.
- **Efficient and effective** – making the best use of our reduced financial resources by harnessing the skills and experience of our staff to help individuals and communities access or arrange the services they need, learning from our successes and constantly challenging ourselves to do better.

## MEASURING PROGRESS

This plan sets out a selection of the range of measures of success we will use to work out how well we are doing. Where possible, these have been included at the end of each thematic section.

Measures against success are regularly reported to the council's Cabinet and Council meetings. If you would like more detail on what we measure and what progress is being made, see the Further Information section of this Plan for links to the relevant reports.

## 10. Finance [Figures to follow in line with budget process]

Like many local businesses and families, the County Council has faced, and continues to face, a challenging financial situation. This is partly because the income we receive from central Government is falling, but also because demand for our services is increasing, particularly those which provide for the growing population of older people, and services to protect vulnerable children and help younger people thrive.

We have worked hard to face that financial challenge head on, reducing layers of management, holding down costs, and delivering services in new ways. This has allowed us to meet the twin challenges of falling income and rising demand.

### Our spending plans

Our Medium Term Financial Plan 2013/14 to 2017/18 is available online at [www.oxfordshire.gov.uk/mtfpsummary](http://www.oxfordshire.gov.uk/mtfpsummary) and sets out how resources are allocated in accordance with the Council's priorities.

Our financial planning reflects:

- the allocation of sufficient funding to resource our key strategic priorities
- the need for adequate funding of our core service requirements
- the reducing level of financial support from national Government
- our commitment to council tax payers, and
- our on-going commitment to achieve efficiency savings to ensure improved value for money and service provision.

We plan to spend £x million in 2012/13 on the services set out below.

### *How we Spend your Money*

[Chart to be updated - data below from 2012/3]

Environment & Economy £102.6

Social & Community Services £258.3

Chief Executive's Office £10.2

Costs of Financing Capital & Movements in Reserves £49.6

Children, Education & Families £561.8 (including £412m that goes directly to schools)

### *Our funding*

To deliver our spending plans, we receive money from a number of sources as shown in the graph on [page number].

Funding from the Government totals 60%; other income from fees, charges and interest earned accounts for 10%. The amount to be raised through Council Tax in 2013/14 equates to 30% of our total funding. This means that a

1% increase in the total budget would require a council tax increase of just over 3%, all else being equal.

### *Where the Money Comes From*

[Chart to be updated - data below from 2012/3]

Council Tax £284.5  
Income from Government Grants £476.9  
Council Tax Surpluses £4.0  
Other Income and Interest Earned £101.8  
Non Domestic Rates £113.1  
Revenue Support Grant £2.2

### **Capital**

The Council's Capital Strategy sets out the County Council's capital investment plans and explains how the Council intends to make the most of its limited capital resources to support the achievement of a Thriving Oxfordshire and the priorities set out in this plan.

This Capital Strategy, despite the challenging economic and financial environment, emphasises the significant contribution that the capital programme can make in delivering this plan, and improving Oxfordshire for local residents and businesses. It seeks to ensure that resources are used in the most efficient way and that they support the Council's objectives most effectively. It sets out a robust, relevant and sustainable financial policy and strategy that aims to get the most out of scarce capital resources over the next five to ten years.

The Capital Strategy can be found here:  
[www.oxfordshire.gov.uk/capitalstrategy](http://www.oxfordshire.gov.uk/capitalstrategy)

The council intends to spend £x on capital investments in Oxfordshire between 2013/14 and 2017/18. The projects included in the capital programme are wide-ranging, covering all areas of the council's activity (for example on roads, libraries, fire stations), and all areas of the county.

### **11. Further Information** (to follow)

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## STRATEGY AND PARTNERSHIP SCRUTINY COMMITTEE 17 JANUARY 2013

### Customer Service Centre Update on Activity & Performance

#### Report by Deputy Director for Oxfordshire Customer Services

#### Introduction and overview

1. Cabinet considered the Council's Quarter 1 performance against the Corporate Plan and as a result, asked that the Strategy and Partnerships Scrutiny Committee be offered an update on the performance of the Customer Service Centre.
2. It would be fair to say that the Customer Service Centre (CSC) has been through very challenging times over the last 6 months in particular, in absorbing 5 new services in Quarter 1. In retrospect, it would have been better to have staggered the implementation over a longer period of time rather than all going live simultaneously on 1<sup>st</sup> April.
3. The impact on the Centre and on staff was significant in Quarter 1 and Quarter 2 as indicated by actual performance against overall Key Performance Indicators.
4. The Council experienced higher than expected staff turnover in the Customer Service Centre through to August 2012. This was due to high pressure on staff in key service areas during the period and the fact that, for a number of staff, the training and multi-skilling provided within our Customer Service Centre gives them a good advantage in the jobs market. We are clear that maintaining staffing at the correct level is critical to the success of the centre and the experience of our customers.
5. Likewise, in Quarter 2 and now Quarter 3, we are looking to review and rebuild some processes and service levels for new services areas, to improve

customer experience further. In particular, there is a need to revisit and review the current range of hand-offs and operational continuity between the CSC and the external service areas in the light of experience.

### **Customer Service Centre: Corrective actions taken September 2012 onwards**

6. A number of corrective actions have been taken since September 2012. The priority has been to stabilise the Centre operation and to restore staffing levels to agreed establishment.
7. In summary, the key actions were as follows:
  - Savings identified for 2012/13 for the Customer Service Centre were based largely on staff reductions - the Centre now has an agreed staffing establishment that has to be maintained if frontline service is to be protected
  - High period of recruitment and retention activity has taken place to ensure staffing levels are brought in line with agreed CSC Establishment levels has taken place
  - An experienced Interim Operations Manager is now in place to run the Centre and to ensure that further developments are not at the expense of frontline customer service
  - Additional training resource has been brought in and a new programme is in place to improve multi-skilling further but also to give added focus to call-handling skills and consideration is being given to staff retention schemes
  - Changes to the way we deliver training / learning for Customer Service Advisors has been introduced. We are now delivering training to all new starts through a 'graduation bay' model. New starters are trained within a single environment with support from a trainer and a senior customer service assistant from the services in which they will operate
  - A short term bank of 7 temporary advisers has been established to enable the release of centre staff for additional training and to allow

time and space for immediate process improvements to be fully implemented

- Internal procedure has been strengthened to ensure rapid escalation of issues and improvement opportunities via team leaders to the Operations Manager
- First phase of activity to develop a complete leadership support function within the CSC providing mutual management/supervisory support and clear escalation routes for customer service advisors has been initiated.

8. Furthermore, a range of specific service improvements have been implemented, these include:

- Launched “Support-finder”, an online “one stop shop” for people with personal care budgets and for care providers. Accessible via the Council’s website. [www.supportfinder.oxfordshire.gov.uk](http://www.supportfinder.oxfordshire.gov.uk)
- Improvements to contact handling for Highways calls , quality and coordination
- Improvements to contact handling for concessionary fares
- A new on-line facility for concessionary fares applications has been launched (Dec 2012), accessible via the Council’s website. We are the first of 2 shire counties to do this

9. Member engagement has also been improved to help boost the Centre staff awareness and motivation :

- Members of all political parties have visited the Centre since September and we would strongly welcome further visits. These have a very positive effect on staff morale and can be really effective in highlighting real local citizen experience and helping to shape our cycle of continuous improvement.

10. As a result of these improvements, the Centre was then able to consider taking on additional services:

- From 1<sup>st</sup> November, the parent contact for School Admissions was brought within the Centre. This service has been delivered to a very high standard with excellent results. In this period, there were

approximately 1800 calls – and less than 1% of these were ‘unanswered’

## **Customer Service Centre: Business improvement activity - the next steps (January 2013 – September 2013)**

11. Having stabilised the CSC, a number of additional improvement activities are now progressing. These are follows:
  - Changes to recruitment and retention policy to ensure flexible staffing to meet seasonal variations for specific service areas
  - Complete service level agreement and key performance indicator review for all services commissioned and operated via the CSC and the finance arrangements underpinning them
  - Working to improve real business intelligence and a monthly reporting dashboard for the CSC as a whole
  - Learning & Development methodology to place additional focus on “Quality standards” at team and individual level by simplifying process improvements with customer need first
  - Improvements to on-line payments facility for external customers
  - Improvements to Blue Badge operations through end to end review of the current process and remodelling to reduce time taken and improve customer satisfaction
  - Improvements to Dial-a Ride; scheduling routes and allocating journeys. Essentially changing the use of resource within existing budget to improve performance and customer satisfaction. Early trials look positive and encouraging
  - On line process for replacement of lost concessionary bus passes
  - Improvements to on-line reporting and case management for Highways issues

12. These improvement activities are all expected to complete by September 2013.

## **RECOMMENDATION**

13. **The Committee is RECOMMENDED to**

- (a) Note the Customer Service Centre progress to date
- (b) Note the positive performance trends
- (c) Receive regular updates on future performance of the Customer Service Centre

GRAHAM SHAW  
Deputy Director Customer Services

Contact Officer: Mark Peet, Operations Manager, 01865 328231

JANUARY 2013



## STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

17 January 2013

### IMPROVED MEMBER ENGAGEMENT & STREAMLINED GOVERNANCE

#### **The opportunity – ‘less bureaucracy, more engagement’**

1. The Localism Act 2011 creates new freedoms for Local Authorities to consider for themselves, the best framework for decision making in the Council and new ways to increase member involvement.
2. In Oxfordshire the Leader / Cabinet model has been successful in enabling quick decision making and strong leadership. However the limitations of the current scrutiny system have meant that we haven't been able to fully enable backbench members to influence and engage in key decisions and policy developments linked to the business of the Council.
3. At a local level there has been positive feedback about the engagement enabled by Locality Meetings. In the most recent round of meetings members were able to influence the commissioning of day centres and local highways spend. These meetings give all councillors a real sense of their ability to steer the development of services in their own area, and ensure services are relevant to the local communities which they know best.
4. A smaller council, both in terms of councillors and staff, places increased importance on reducing the bureaucracy and administration associated with organisational decision making. The current system produces twice as much paperwork than other councils (CIPFA benchmarking data) it is no longer possible, or appropriate, to sustain this level of bureaucracy. To reduce current levels of bureaucracy it is proposed that we streamline the existing committee structure to focus on key issues and accountability.
5. A cross party scrutiny working group was commissioned by the cabinet to consider the council's current governance arrangements. They consulted all members and visited a number of other authorities. A member survey highlighted the following issues they would like to see addressed:
  - More opportunities to be involved in, or influence, issues prior to final decision making
  - Working groups able to contribute to policy development
  - Improved information flows between members and officers
6. The working group have made the following proposals:

#### *i. Amendments to current structure*

##### **Cabinet Advisory Groups**

- To strengthen backbench member involvement in policy development and ensure their engagement is focused on matters that are important

to the Council, it is proposed that the Cabinet commission a number of Cabinet Advisory Groups to explore key policy issues and make recommendations to Cabinet before decisions are taken. The intention is to provide closer alignment with the business of the Council. Current corporate priorities that could be possible advisory group topics include universal to targeted services for children and the customer service centre.

### **Transport Advisory Panel**

- As transport is an issue which generates high levels of local interest it is proposed that a standing Transport Cabinet Advisory Panel is created (new governance model is outlined in annex 1). The aim is to involve more members on important strategic transport matters whose expertise will then be of direct benefit to the decision making process.

### **Changes to Scrutiny**

- It is proposed that the number of scrutiny committees is reduced from 6 to 3; as outlined below:
  - **Performance Scrutiny**

As resources become increasingly stretched it is vital that council services are performing effectively and maximising the positive impact they have on local people's lives. The council service delivery landscape is complex with a number of large scale contracts and much is delivered in partnership with others.

It is essential for members to maintain a firm grip on Council performance, to identify weaknesses and monitor progress, holding officers to account. It is proposed that a new scrutiny committee is created to specifically focus on how well the Council is serving its community. This committee would maintain an overview of performance priorities, performance monitoring and key performance indicators. In doing so it will ensure that members have direct access to service managers and develop a greater understanding of the operation of the Council.

The Audit & Governance Committee is regarded as being effective in addressing weaknesses in the internal financial and governance controls of the Council. It is therefore proposed that the Performance Scrutiny Committee would undertake a similar function in relation to areas of concern on performance.

It would also deal with call in and have arrangements in place for budget scrutiny.

- **Health Overview and Scrutiny Committee (HOSC)**

The Health Overview and Scrutiny Committee is regarded by members and officers as having a strong track record in effectively holding external health providers to account. It has statutory responsibility for reviewing proposed important changes in the health service and is a formal consultee with decision making powers. This role has now been expanded to incorporate an overview of the effectiveness of the Health and Wellbeing Board. It is recommended that this important committee remains in place.

- **Education Scrutiny**

The move towards independent academies fundamentally changes the role of the Council from being the main provider of education to becoming a champion for good outcomes for Oxfordshire's children; holding schools and academies to account for their academic performance. Building on the successful model of HOSC it is proposed that a similar external facing scrutiny committee considers all matters relating to education.

It is essential that the Council has in place new arrangements to effectively discharge its revised role and responsibilities for our children's education.

### **Democracy & Organisation Committee (DOC)**

- DOC meets very rarely yet remains a formal committee which requires full service support. It is felt that this work could be readily undertaken by other committees thereby reducing bureaucracy with no loss of efficiency. It is therefore proposed that DOC should be abolished and its functions and sub groups moved to other more appropriate bodies including Council, the Remuneration Committee and Audit & Governance committee. (These are set out in more detail in Annex 2).

#### ***ii. Locality Working***

Local members are actively engaged with town and parish councils, local community groups and individuals. Currently the local understanding and intelligence members hold is not always used effectively to inform and influence how the council develops and delivers services.

Locality Meetings and devolved budgets (Councillor Community Budgets and Area Stewardship Fund) are an effort to address this and have been

well received by members. Service managers are keen to build on this model as they value the tangible feedback and information on real issues that members provide. Strengthening and expanding these meetings enables local members to have a discernible impact on services and forge essential working relationships with officers directly involved in those services.

It also provides the chance to strengthen the way in which information gathered through town and parish engagement and locality meetings feeds into more strategic discussions with districts via bilateral meetings and the Oxfordshire Leaders Group (the model is outlined in annex 3).

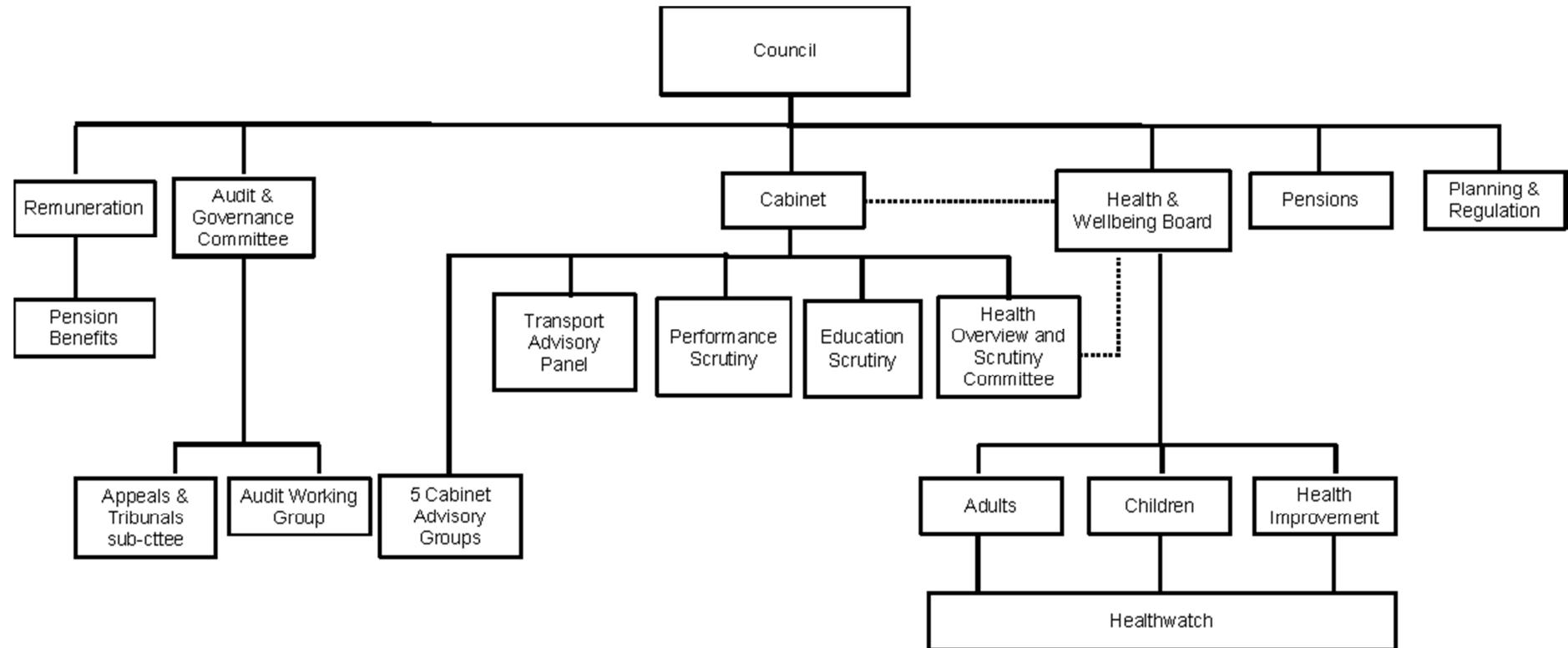
The changes to electoral boundaries and the reduction in members requires the Council to reconsider its own locality boundaries. Attached at Annex 4 are two maps, the first showing the current locality structure and the impact of the boundary changes on it, the second showing how we might realign locality boundaries to reflect the changes to electoral boundaries. Localities have been revised with an aim to keep the number of members similar in each area and be broadly coterminous with division boundaries. A reduction in the number of localities reduces the bureaucratic burden and ensures effective officer support is available to all members.

## **Recommendations**

7. The Strategy & Partnerships Committee is asked to comment on the following recommended changes to the council's governance arrangements:
  - a. Reduction in number of scrutiny committees from 6 to 3.
  - b. Creation of a Transport Advisory Panel.
  - c. Cabinet to commission a number of Cabinet Advisory Groups each year focused on policy development.
  - d. Democracy & Organisation Committee abolished.
  - e. Strengthen the role and influence of locality working, and information flows to and from Locality Meetings.
8. The steps to agree these recommendations, if supported by the committee, are outline in Annex 5.

Peter Clark & Alexandra Bailey  
17 January 2013

**ANNEX 1 – PROPOSED GOVERNANCE MODEL**



## ANNEX 2 – Proposed re-alignment of functions of the Democracy & Organisation Committee

Democracy & Organisation TOR	What this means under the Function Regulations	New committee
(1) The functions relating to elections specified in Section D of Schedule 1 to the Functions Regulations.	<p>6. Duty to appoint returning officer for local government elections.</p> <p>9. Power to divide electoral divisions into polling districts at local government elections.</p> <p>10. Powers in respect of holding of elections.</p> <p>13. Duty to declare vacancy in office in certain cases.</p> <p>14. Duty to give public notice of a casual vacancy.</p> <p>16. Power to determine fees and conditions for supply of copies of, or extracts from, elections documents.</p> <p>17. Power to submit proposals to the Secretary of State for an order under section 10 (pilot schemes for local elections in England and Wales) of the Representation of the People Act 2000.</p> <p><b>NB in practice only one report per year goes to DOC on election matters and that is on the scale of fees for the next year.</b></p>	<p>Audit and Governance</p> <p><i>Rationale: fits with the need for overarching governance arrangements to; and the annual reports on scale of fees fit with the role of monitoring the use of council resources</i></p>
(2) The functions relating to name and status of areas and individuals specified in Section E of Schedule 1 to the Functions Regulations.	<p>1. Power to change the name of a county, district or London borough.</p> <p>3. Power to confer title of honorary alderman or to admit to be an honorary freeman.</p>	<p>Council</p> <p><i>Rationale: civic and ceremonial issue affecting the identity and representation of the Council and the community</i></p>
(3) The functions in relation to the designation of particular officers for certain purposes specified in Paragraphs 39, 40, 43 and 44 in Section I of	<p>39. Duty to make arrangements for proper administration of financial affairs etc. (Section 151 of the Local Government Act 1972.)</p> <p>40. Power to appoint officers for particular purposes (appointment of "proper officers"). (Section 270 of the Local Government Act 1972)</p> <p>43. Duty to designate officer as the head of the authority's</p>	<p>Remuneration Committee</p> <p><i>Rationale: Fits with the committees existing remit of making appointments of senior staff and key posts.</i></p>

Democracy & Organisation TOR	What this means under the Function Regulations	New committee
Schedule 1 to the Functions Regulations.	<p>paid service, and to provide staff, etc. (Section 4(1) of the Local Government and Housing Act 1989 (c. 42).)</p> <p>44. Duty to designate officer as the monitoring officer, and to provide staff, etc (Section 5(1) of the Local Government and Housing Act 1989.)</p>	
(4) The functions in relation to the appointment etc of staff specified in Paragraph 37 in Section 1 of Schedule 1 to the Functions Regulations.	<p>37. Power to appoint staff, and to determine the terms and conditions on which they hold office (including procedures for their dismissal). (Section 112 of the Local Government Act 1972.)</p>	<p>Remuneration Committee</p> <p><i>Rationale: fits with the existing role of determining exactly these things for <u>senior staff</u></i></p>
(5) The determination of appeals against decisions made by or on behalf of the authority as specified in Paragraph 2 of Schedule 2 to the Functions Regulations.	<p>The determination of an appeal against any decision made by or on behalf of the authority.</p>	<p>Appeals &amp; Tribunals Sub-Committee</p> <p>To be a sub-committee of A&amp;G Committee</p> <p><i>Rationale: fits with the checks-and-balances role of Audit &amp; Governance. To be chaired by a member of the A&amp;G Committee but to be comprised by other members of the Council (effectively those specifically interested in appeals work)</i></p>
(6) In the case of any office or body which has not been identified by the Cabinet and endorsed by the Council as strategic, the functions relating to appointment of individuals to offices	<p>19. The appointment of any individual -</p> <p>(a) to any office other than an office in which he is employed by the authority;</p> <p>(b) to any body other than -</p> <p>(i) the authority;</p> <p>(ii) a joint committee of two or more authorities; or</p> <p>(c) to any committee or sub-committee of such a body, and the revocation of any such appointment.</p>	<p>Remuneration Committee</p> <p><i>Rationale: fits generally with the committee's existing powers of making appointments.</i></p>

Democracy & Organisation TOR	What this means under the Function Regulations	New committee
or bodies as specified in Paragraph 19 of Schedule 2 to the Functions Regulations.		
(7) In the case of matters for which the Cabinet is not responsible, the making of agreements with other local authorities for the placing of staff at the disposal of those other authorities as specified in Paragraph 20 of Schedule 2 to the Functions Regulations.	20. The making of agreements with other local authorities for the placing of staff at the disposal of those other authorities.	<p>Remuneration Committee</p> <p><i>Rationale: fits generally with the committee's existing powers of making appointments</i></p>
(8) The functions relating to Local Government Pensions for which the Pension Fund Committee is not responsible.	<p>Functions in relation to pensions (including the determination as employing authority of the benefits for individual applications for early retirement) – other than the following (which are the responsibility of the Pension Fund Committee):</p> <ul style="list-style-type: none"> <li data-bbox="624 1044 1417 1139">• Functions relating to local government pensions, etc arising from Regulations under section 7, 12 or 24 of the Superannuation Act 1972 (c. 11)[52].</li> <li data-bbox="624 1147 1417 1202">• Division of Oxfordshire Pension Fund under Section 21 of the Oxfordshire Act</li> <li data-bbox="624 1210 1417 1298">• Functions in relation to the Firemen's Pension Scheme including: <ul style="list-style-type: none"> <li data-bbox="725 1290 1417 1372">○ <i>Functions under the Fireman's Pension Scheme relating to pensions, etc. as respects persons employed as members of fire brigades maintained</i></li> </ul> </li> </ul>	<p>Remuneration Committee Via Pension Benefits Sub-Committee</p> <p><i>Rationale: sits with the broad remit of remuneration for officers</i></p> <p>Pension Benefits Sub-Committee currently comprises chairman, deputy, and spokesperson of DOC, but could as easily comprise:</p> <ul style="list-style-type: none"> <li data-bbox="1439 1179 2057 1234">• A member of Remuneration Committee (or substitute)</li> <li data-bbox="1439 1242 2057 1282">• Two other members of council</li> </ul>

Democracy & Organisation TOR	What this means under the Function Regulations	New committee
	<i>pursuant to section 4 of the Fire Services Act 1947.</i>	
(9) The making, amending and revoking of byelaws in accordance with Part XI of the Local Government Act 1972, as amended by the Local Government and Public Involvement in Health Act 2007.	This was delegated from Council to Democracy & Organisation Committee during 2011/12	Council <i>Rationale: this came from Council to DOC in 2011/12 and could easily revert back to Council given the civic nature of this issue and the lack of frequency of it.</i>
(10) Formal sub-committees of DOC	<p><u>Appeals Sub</u> To hear and determine appeals in cases where the relevant procedure rules require this function to be performed by a formally constituted committee or sub-committee.</p> <p><u>Tribunal appeals</u> To hear and determine appeals in other cases under the relevant procedure rules</p> <p><u>Fire service discipline sub-committee</u> To act as the disciplinary tribunal hearing and determining cases against principal officers in the first instance in accordance with the provisions of the Fire Service (Discipline) Regulations 1985.</p>	<p>Re-name as: Appeals &amp; Tribunals Sub-Committee and to be a formal sub-committee of Audit &amp; Governance Committee</p> <p><i>Rationale: fits with the checks-and-balances role of A&amp;G.</i></p> <p><i>Merge the currently separate 'appeals sub', 'tribunals panel' and 'Fire Service Discipline Sub' of DOC to remove layers of bureaucracy and to build expertise and skills in appeals/tribunal hearings – which require same training and approach.</i></p> <p><i>But future membership could simply be:</i></p> <ul style="list-style-type: none"> <li>• A member of DOC</li> <li>• Two other members of council (one being a cabinet member in the case of Fire Service Discipline issues)</li> </ul>

**ANNEX 3 – Member involvement and information flows**

MEMBER INVOLVEMENT

Leader

Cabinet

All councillors collectively

All councillors individually

OFFICER SUPPORT

Chief Executive & Chief  
Finance Officer / Assistant  
Chief Executive

COMT

Service managers

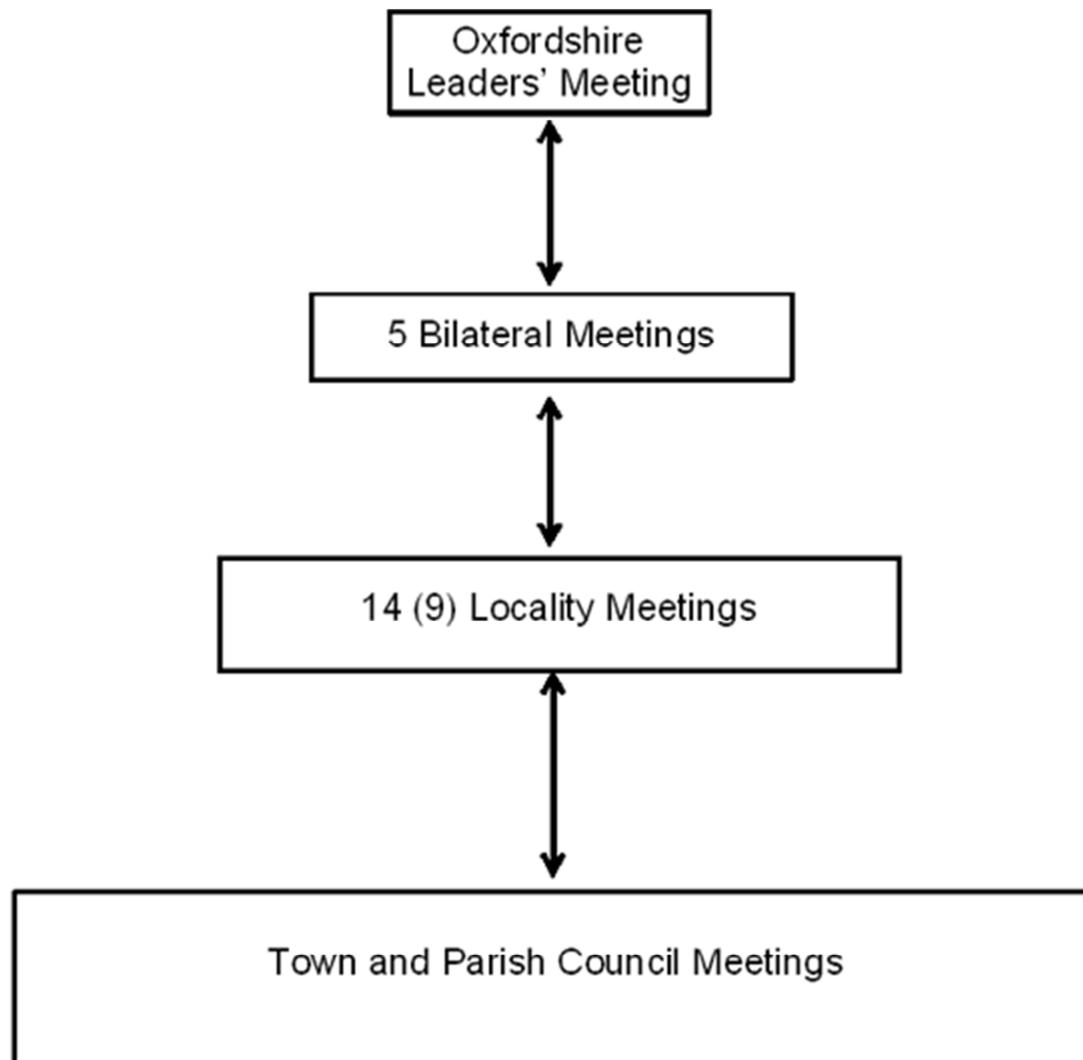
Local staff as appropriate

Oxfordshire  
Leaders' Meeting

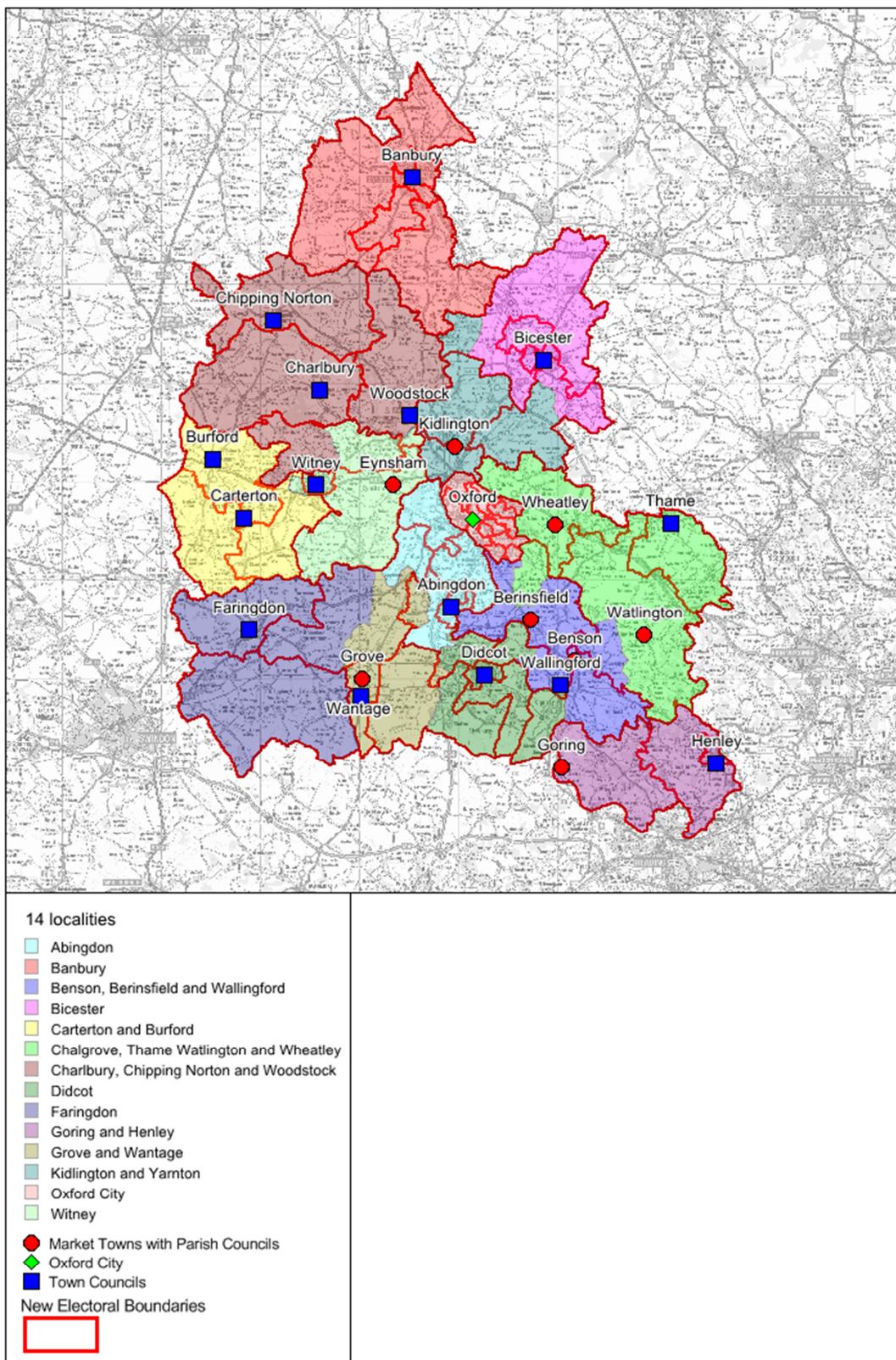
5 Bilateral Meetings

14 (9) Locality Meetings

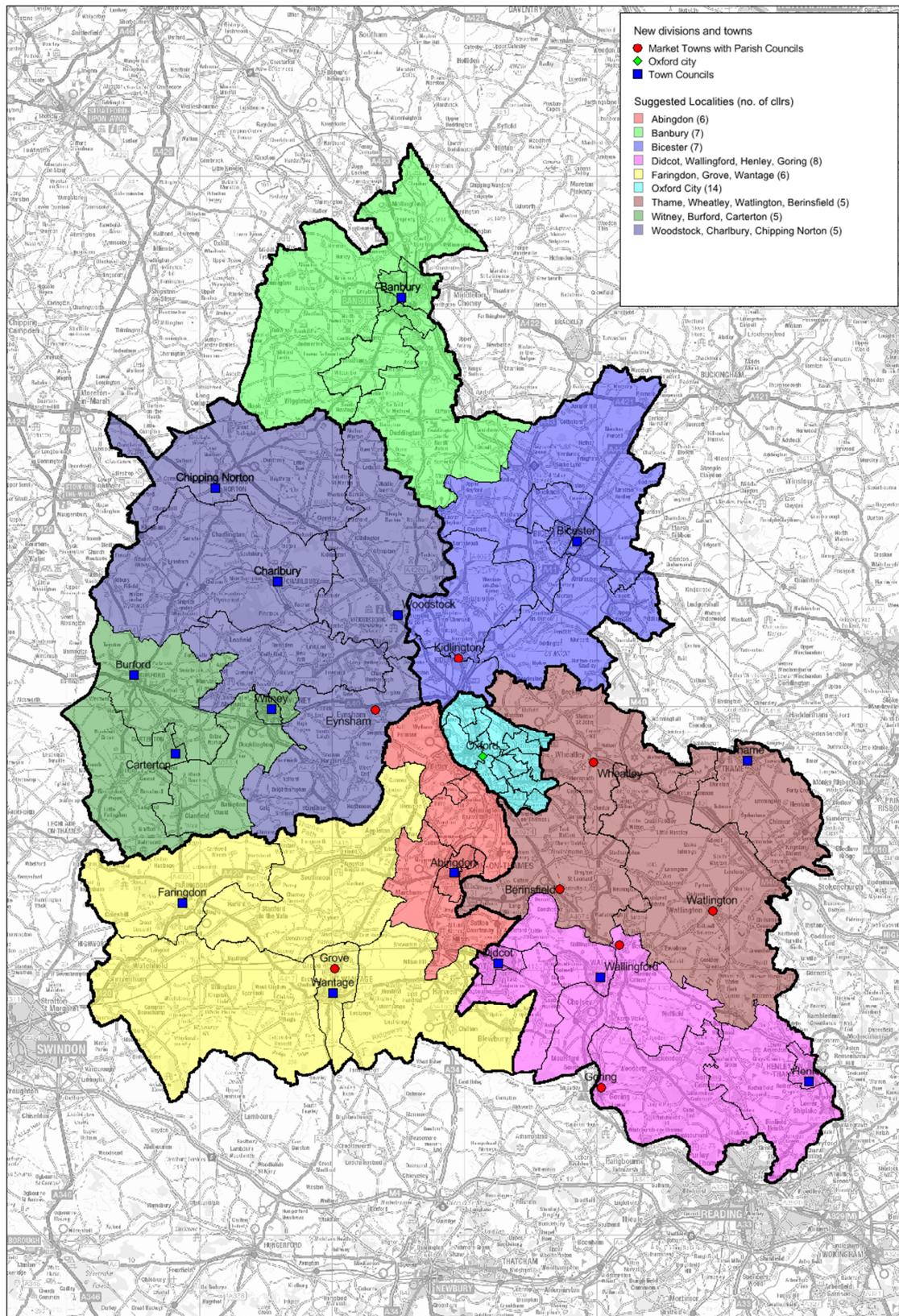
Town and Parish Council Meetings



**ANNEX 4 – Map 1: CURRENT LOCALITIES & NEW DIVISION BOUNDARIES**



**ANNEX 4: Map 2 - PROPOSED LOCALITIES 2013**



**ANNEX 5 – Timescales**

<b>Key date</b>	<b>Meeting / Purpose</b>
17 <sup>th</sup> January	Strategy & Partnerships Scrutiny Committee - Consider outline report to Cabinet
Late January	Meeting between Cabinet and Scrutiny Chairmen - Cabinet to share their perspective
25 <sup>th</sup> February	Strategy & Partnerships Scrutiny Committee - Agree final report to Cabinet
19 <sup>th</sup> March	Cabinet - Receive recommendations from Strategy & Partnerships and wider governance review
2 <sup>nd</sup> April	County Council - Receives Cabinet endorsed recommendations of governance review.

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## STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE 17 JANUARY 2013

### EQUALITY POLICY 2012-17: ANNUAL UPDATE

#### Report by the Research and Major Programmes Unit Manager

#### 1. Summary

1.1. This report sets out the Council's progress in the first year of the [Equality Policy 2012-2017](#). The Council is required to set specific, measurable equality objectives, and publish them. The Council has to report at least annually on its progress towards its objectives. It must also regularly provide information about actual and potential service users. The equality objectives themselves must be revised at least every four years.

#### 2. Objectives and Actions

2.1. In the Equality Policy, the Council set out four objectives, and for each one set out priority actions for the year intended to meet them. The objectives are:

- **Objective 1:** Understanding the needs of individuals and communities
- **Objective 2:** Providing accessible, local and personalised services
- **Objective 3:** Supporting thriving and cohesive communities
- **Objective 4:** Promoting a culture of fairness in employment and service delivery.

#### 3. Performance

3.1. There are 27 priority actions set out in the 'Equality Policy'. Completed actions are scored below as 'achieved'. Actions that are in progress with no cause for concern are scored as 'on-going', as are actions relating to new ways of carrying out the Council's functions to meet the objectives.

- **Objective 1:** 5 actions – 4 achieved, 1 on-going
- **Objective 2:** 10 actions – 5 achieved, 5 on-going
- **Objective 3:** 5 actions – 4 on-going, 1 replaced
- The action that was replaced referred to developing and promoting the Mantra service for reporting hate crime. This service has since been replaced by a hate crime reporting system run by Stop Hate UK, funded by Thames Valley Police and the five district councils.
- **Objective 4:** 7 Actions – 2 achieved, 5 on-going

#### **4. Census update**

- 4.1. The full report concludes with a short appendix highlighting relevant data from the 2011 Census.

#### **5. Next steps**

- 5.1. New priority actions for the objectives will be agreed with the council's directorates for the next financial year in April 2013, and a report on the council's progress against them will be produced in the following March. This will allow the Council and its directorates to synchronise the equality actions within its regular performance reporting cycle.
- 5.2. In the April release, there will be an examination of how the data the Council holds on its service users tallies with the new census results. Again, this will enable the annual statutory reporting obligation to be in step with the Council's own performance reporting cycle.

#### **6. Conclusion**

- 6.1. There are no material concerns about the Council's performance in line with meeting its objectives set out in the 'Equality Policy'.
- 6.2. The Strategy and Partnerships Scrutiny Committee are asked to note the report and the adjustment of the reporting timetable for the 'Equality Policy' as described in the 'Next Steps' section above.**

#### **Contact:**

Alexandra Bailey, Research and Major Programmes Unit.

For more information about the 'Equality Policy 2012-2017' or the first report, contact Philip Alderton (email: [Philip.alderston@oxfordshire.gov.uk](mailto:Philip.alderston@oxfordshire.gov.uk), telephone: 01865 81 6394).

## First Update on the Equality Policy 2012-2017

### Introduction

This report sets out the Council's progress in the first year of its [Equality Policy 2012-2017](#), and towards meeting the aims of the Equality Act 2010 and the obligations the Act places on public bodies.

Oxfordshire County Council is committed to making Oxfordshire a fair and equal place in which to live, work and visit. We aim to ensure that our staff are equipped with the knowledge and skills to meet the diverse needs of customers, that our services are accessible and to encourage supportive and cohesive communities through our service delivery.

### The Equality Act 2010

The Equality Act 2010 sets out nine protected characteristics which, taken together, include everybody in the country. We all share some or all of these characteristics and it is an offence to use any of them as an excuse to treat people unfairly. These protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race, including ethnic or national origins, colour, or nationality
- Religion or belief, including the lack thereof.
- Sex
- Sexual orientation

The Act places specific obligations on public bodies. Section 149 sets out the Public Sector Equality Duty. Under this duty, all public bodies, including Oxfordshire County Council must have due regard to the need to:

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

The Public Sector Equality Duty requires public bodies to consider how the decisions that they make, and the services they deliver, affect people who share different protected characteristics and publish information to demonstrate that they have done this.

The Council is also required to publish information to demonstrate it has considered how its activities as an employer affect people who share different protected characteristics. This will be available at:

<http://www.oxfordshire.gov.uk/cms/content/fairness-and-equality-work>

With the release of the 2011 Census results, we have also taken the opportunity to update our overview of Oxfordshire's population, which can be found in Appendix 1.

In addition, the Council is also required to set specific, measurable equality objectives and publish these, along with an equality policy. We have to report at least annually on our progress, and we have to revise our objectives every four years.

This report demonstrates our progress during the first year of our Equality Policy. In order to keep the Equality Policy in line with our reporting schedule, we will be publishing an interim update in April, setting our new actions for the forthcoming year.

## **Our Objectives**

Last year, we set out four key equality objectives which we can use to guide our approach during the four years of our Equality Policy. These objectives are:

1. Understanding the needs of individuals and communities
2. Providing accessible, local and personalised services
3. Supporting thriving and cohesive communities
4. Promoting a culture of fairness in employment and service delivery

These key equality objectives align closely with the Council's overall strategic objectives, as set out in the Council's Corporate Plan. This helps to ensure that our work on equality and diversity is embedded within service planning delivery rather than being seen as separate, and supports our commitment to making equalities integral to everything we do.

### **Objective 1: Understanding the needs of individuals and communities**

This objective is focused on how we understand the needs of the people and communities of Oxfordshire, including the wide range of consultation and engagement activities we already have in place. Our actions for the year focused on how we can use this better understanding of need to plan services in response to the needs we have identified.

*1a) Investigate why levels of satisfaction with services that are generally high are variable between different groups, for example by running focus groups with adult social care service users.*

In 2011 the council took part in a national survey of people who used social care. The survey asked how people felt they were able to cope after receiving social care across eight key themes:

- Increasing the level of control people have in their lives
- Ensuring people are able to keep themselves clean and presentable
- Ensuring people get enough to eat and drink
- Ensuring people's homes are as clean as they would want
- Ensuring people feel safe
- Ensuring people have as much social contact as they want
- Ensuring people spend their time as much as they want
- Ensuring people are treated with dignity.

The results of the survey showed that for all these areas people who used social care in Oxfordshire were happier than those nationally, with the exception of feeling safe. Oxfordshire County Council decided to run a series of focus groups to investigate why people did not feel safe. The participants identified the key issues for them around feeling unsafe. In 2012 the council re-ran the survey and added a local question which included the list of reasons for people feeling unsafe to identify the type and extent of the problem and allow us to address these issues. The number of people feeling safe has increased significantly. The small number of people who did not feel safe at all has dropped from 8% to 3%. This result has moved Oxfordshire from the lowest quartile nationally to the top quartile.

*1b) Ensure that Oxfordshire Voice Citizens' Panel, our resident's panel, is broadly representative of the makeup of the county by increasing the number of people who share some of the protected characteristics to ensure it is balanced to reflect age, gender, ethnicity and disability.*

Oxfordshire Voice is a citizens' panel made up of over 3,000 Oxfordshire residents who have volunteered to give up some of their time to answer surveys on a wide variety of issues. Panel members are invited to take part in three questionnaires a year. We either send these in the post or by email depending on the members' preference. Members could be also asked to take part in other activities such as online surveys or group discussions.

Panel members are carefully recruited to be representative of the population of Oxfordshire and are invited to stay on the panel for around three years. We continue to encourage people from under-represented groups to join the panel and participate in our surveys.

*1c) Implement our new Strategy for Education to improve educational outcomes for all young people. In particular, we will take action to close unacceptable gaps in attainment levels between children from different backgrounds and who share protected characteristics (for example looked after children, some black and minority ethnic groups, and some children with special educational needs).*

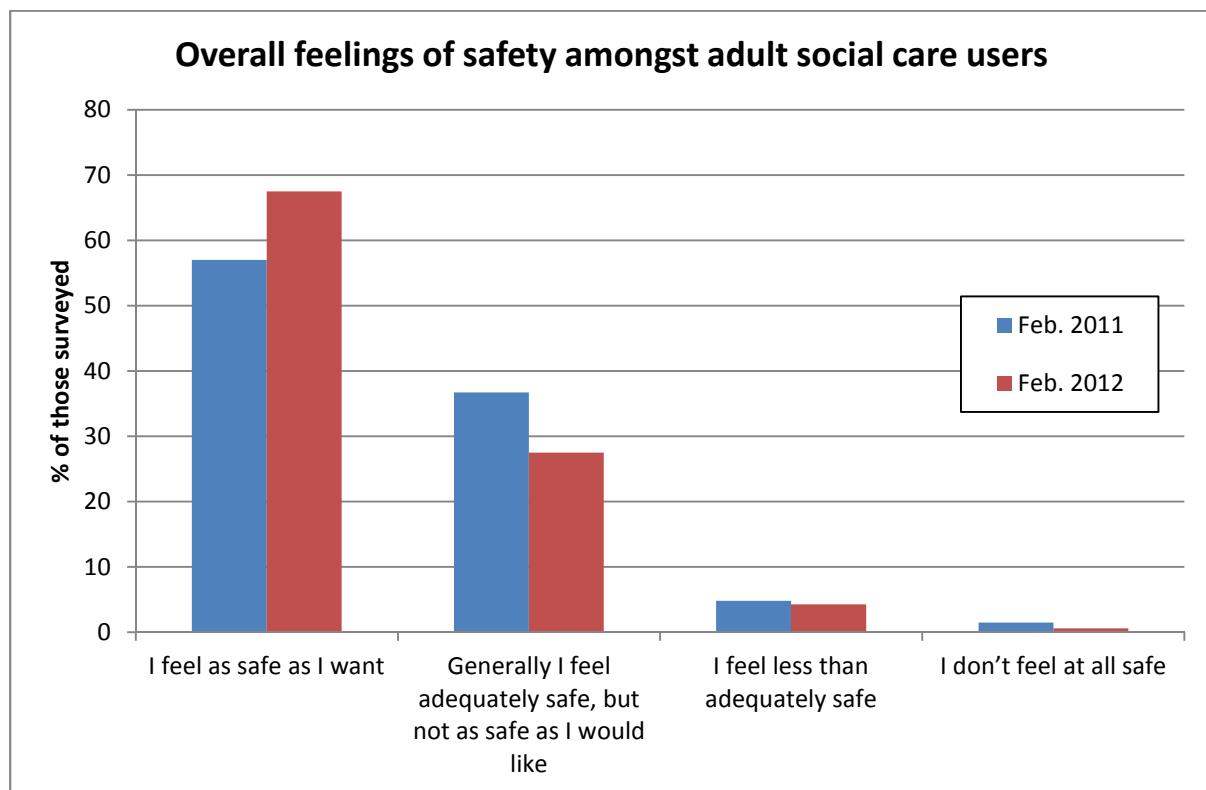
The Strategy for Education was approved by the Cabinet in July 2012. The projects within the Education Strategy have all commenced and are already showing

promising signs of progress towards its aims. Recent meetings of the parent/carer and young people's sounding boards have focused on the Education Strategy, asking the boards to provide input and potential solutions for a set of questions relating to the strategy. Discussion is now planned on how to harness the strength and depth of the feedback in ways that support parental engagement and helps young people make educational improvements.

Over the lifetime of the Strategy, we will be monitoring its success in raising standards for every child in the county and closing unacceptable gaps in attainment between children from different backgrounds and those who share protected characteristics

*1d) Provide information and support to vulnerable adults so that more people who use services report that they feel safer each year.*

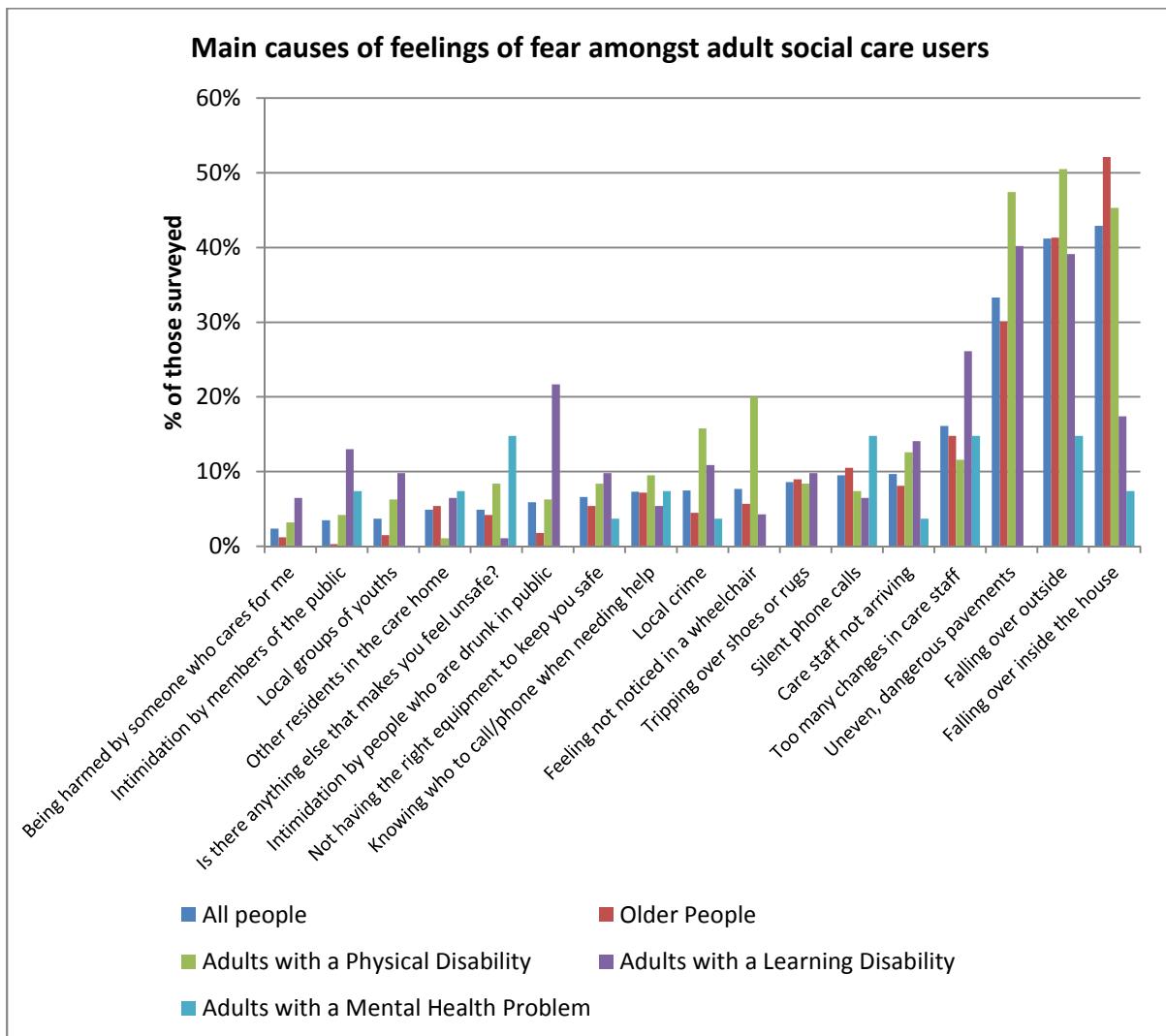
In 2012, as in 2011, we ran a survey of people who used social care. The number of people feeling safe has increased significantly. The main movement has been between people feeling adequately safe to feeling as safe as they want. The small number of people who did not feel safe at all has dropped from 8% to 3%. This result has moved Oxfordshire from the lowest quartile nationally to the top quartile.



Fear of falling over, either in the home or elsewhere, was the main reason people gave for not feeling safe. We have shared this information with the community safety partnership and the adult safeguarding board.

Issues were also raised about the quality of care staff. Improving the quality of care is a major priority for social care this year.

Being intimidated in public was an issue for just over one in five people with learning disabilities. In November 2012 a dedicated helpline was set up in Oxfordshire to raise awareness and reporting of hate crime, as outlined below.



**1e) Ask older people and people with a disability who we work with if we can pass on their details to other services and organisations, including the Fire and Rescue Service who will be able to undertake Fire Risk Assessments in their homes.**

We are sending a letter to everybody known to Social and Community Services explaining that, unless they choose to opt-out, we will be passing their details to the Fire and Rescue Service. To date, the Fire and Rescue service have received around 1,800 names and addresses in this way. They are using these lists to identify the most vulnerable people and are contacting them to offer a Home Fire Risk Check.

## Objective 2: Providing accessible, local, and personalised services

This objective, and the priority actions we set out of the year, is focussed on how the Council responds to the needs of the people and communities of Oxfordshire.

*2a) Maintain our focus on preventing the need for more specialist services through early identification of problems and early intervention in adult and children's services.*

Our seven Early Intervention Hubs work with children, young people, and their families across the county to provide intensive support designed to meet their individual needs. Although the usual age range is from birth to 19, we can extend this up to 25 if users have special educational needs.

Over the past year (September 2011- September 2012), around 2,300 children and young people were referred to the Early Intervention Service, of whom 41% were of secondary school age. 57% of these were male and 43% were female. 81% were from white British backgrounds. This was also the major ethnic background of the young people referred in all 7 hubs.

Almost two-thirds of the children and young people referred since September 2011 have special educational needs, of which 31% of those referred had particular behavioural, emotional, and social difficulties.

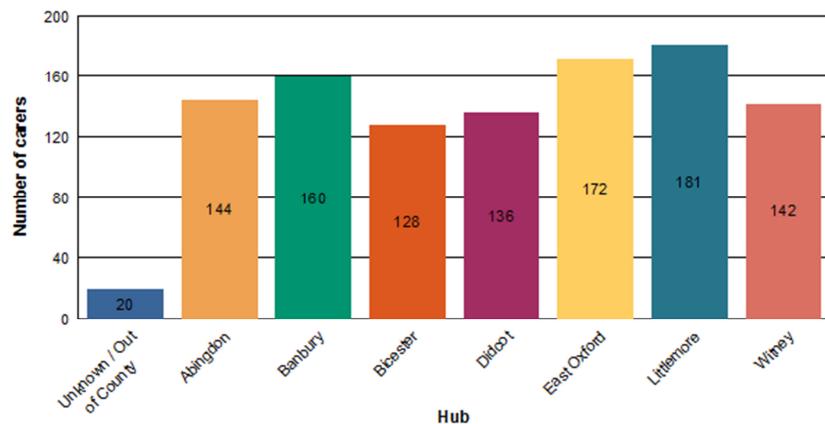
*2b) Analyse the number of children from minority ethnic backgrounds on child protection plans. The findings will be used to develop plans to address any over representation identified, and to learn from where the number of young people from certain groups on child protection plans is lower than might be expected.*

We monitor the ethnic backgrounds of people on child protection plans and the Quality Assurance and Audit subgroup of the Safeguarding Board receives regular updates. To date, no issues have been identified, but we will continue to examine the data we hold to identify any potential areas to address.

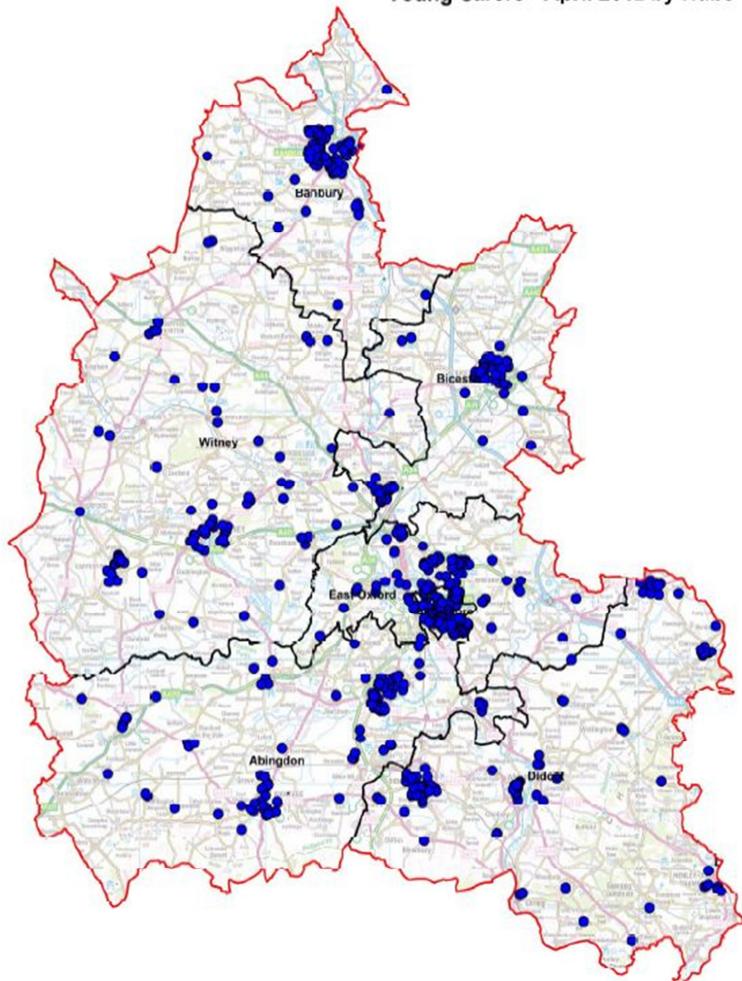
*2c) Map the dispersal of young carers around the County to see if there are any geographical clusters or patterns, with a view to understanding why this occurs and what action is needed to address issues that cause it.*

Our new database system makes it easy to analyse and to map the data we hold on our clients to see if there are any geographical clusters or other patterns. The young carers we have identified are reasonably evenly distributed according to hubs, with the largest number, as might be expected, in the major population areas.

**Count of carers by hub**



**Young Carers - April 2012 by Hubs**



*2d) Change the way day services for older people are provided, maintaining services in major towns, but focusing on community initiatives and local decision-making about how best to support older people in their community.*

In 2011 the council agreed to move away from traditional day services for older people to a concept of offering a range of support and services accessible seven

days a week during both daytime and in the evenings. Ideally these services will be run from different venues across the county with the aim of maximising independence, reducing isolation, and integrating older people within their communities by offering activities tailored to meet the needs of individuals.

Our new model is based on three tiers reflecting the range of universal services, specific support, and specialist social and health care provided to individuals and their carers:

Tier 1: Community Engagement

Tier 2: Community and Low-Level Support

Tier 3: Health and Wellbeing Resource Centres

In order to support the delivery of innovative day services that remain open to people who are not eligible for social care (meaning that they do not currently meet criteria for services under the Fair Access to Care Services guidelines), we are considering an increased charge both for attendance at the centre and for the provision of transport to and from the venue. An 11-week consultation was held, and the proposals were considered by the Adult Services Scrutiny Committee in December.

*2e) Focus on giving people choice in the way they lead their lives and how they secure the services they need to support them. We will increase each year the proportion of people who receive a direct payment which allows them to secure the services they need to support them.*

At the end of October 2012, just over 2,500 Adult Social Clients were on a personal budget, representing 69% all eligible people. Over 1,200 people (about 34% of all those eligible) were receiving a direct payment. In all, by the end of October 2012 £18.67m had been allocated to personal budgets for all client groups, and a further £5.3m was set aside for direct payments.

The Department of Health publishes annual performance statistics on the Adult Social Care Outcome Framework showing how authorities are performing against a set of key measures. Three relate directly to personal budgets, two measure clients' activity levels, and one relates to client feedback on the level of care. On all of these measures Oxfordshire is the top quartile nationally

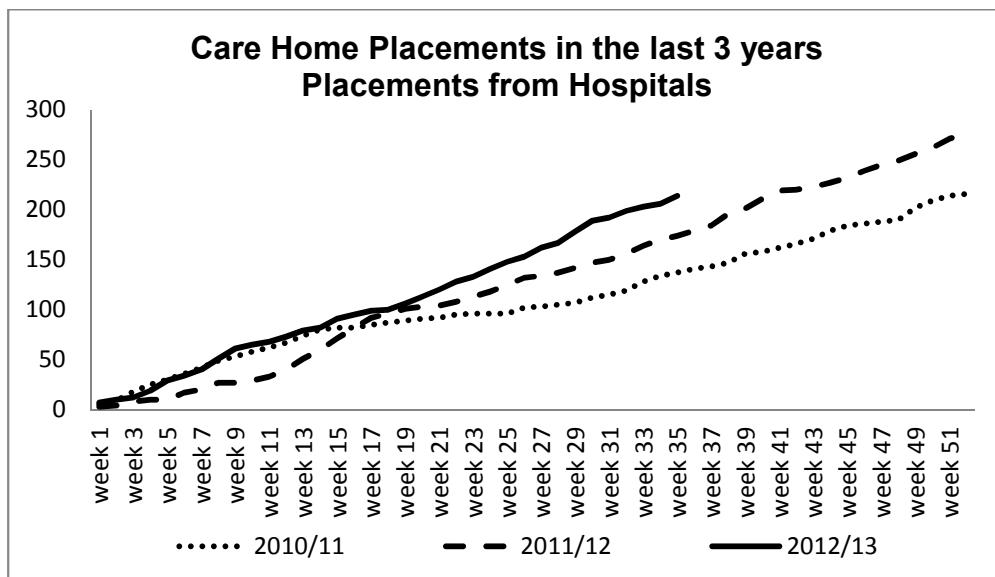
*2f) Support older people and people with a disability to live in their own home for longer by:*

- i. Providing more support to help older people increase their ability to cope so that more of them can return home and stay there after hospital discharge*

In 2011/12 in Oxfordshire there were more people (per head of population) who were medically fit enough to be discharged from hospital but were unable to leave because onward services had not been arranged than anywhere else in the country.

At the end of March 2012 this figure stood at 182 people. By the end of October this had dropped to 108 people.

An audit commission report 'Joining Up Health and Social Care'<sup>1</sup> published in December 2011 showed that the number of people in Oxfordshire who left hospital and went into a care home bed was more than the national average (and was in fact in the top quartile). Some of these people would be people who paid for their own care and some would be people placed by the council. The council was aware that it was placing an increasing number of people in care homes from hospital (see graph below)



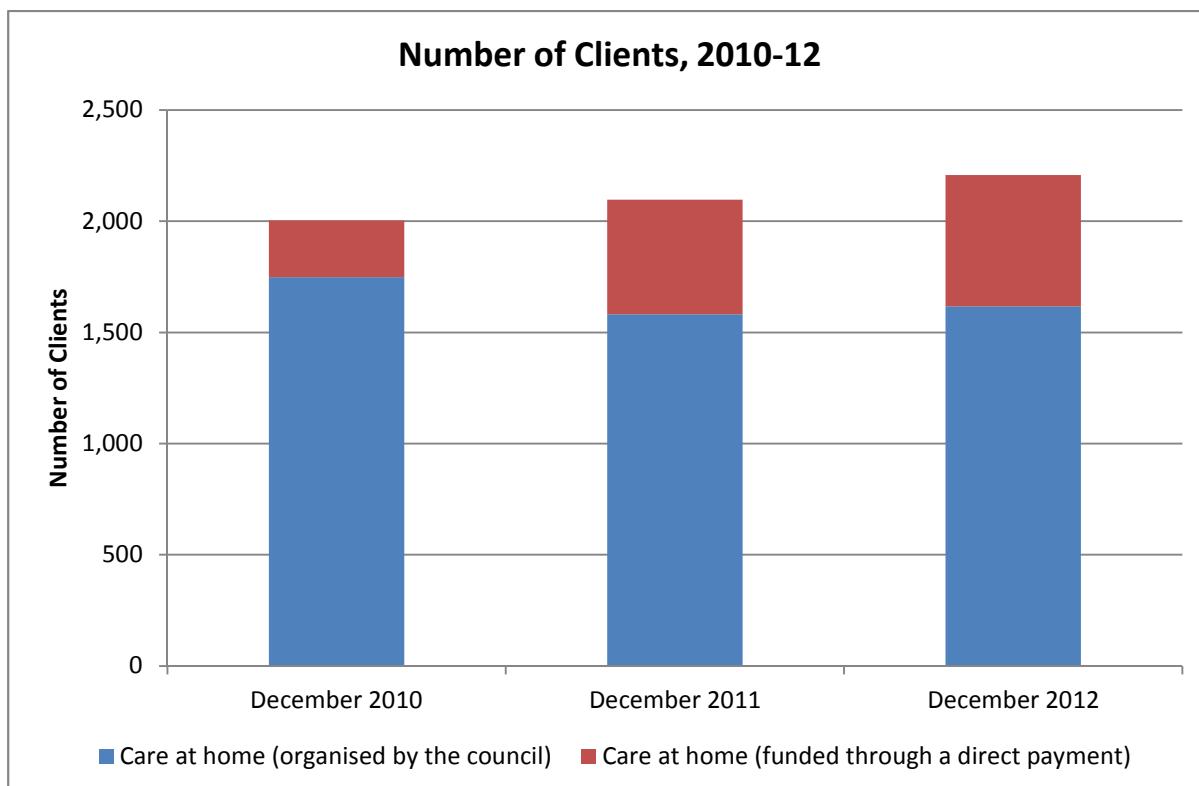
The council and its health partners have changed the way in which they support for people who will need further care when they leave hospital. People who need on going care now leave hospital via one of three pathways:

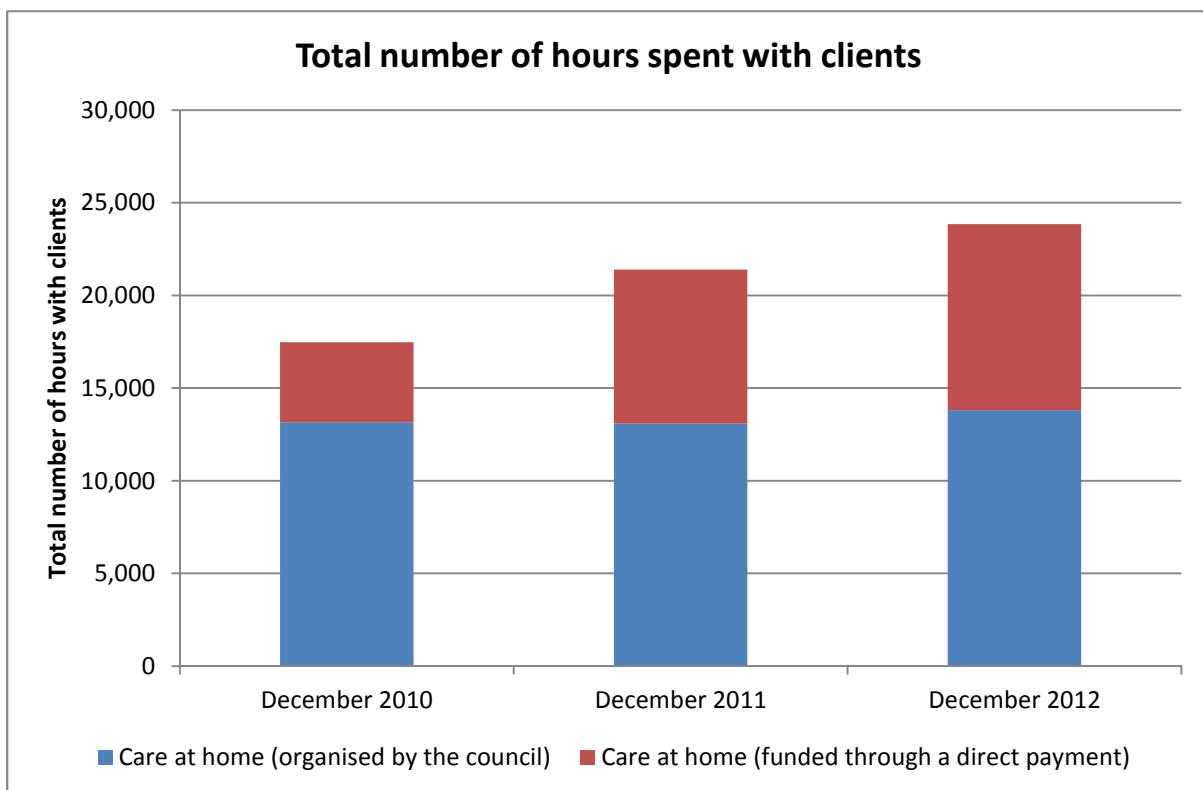
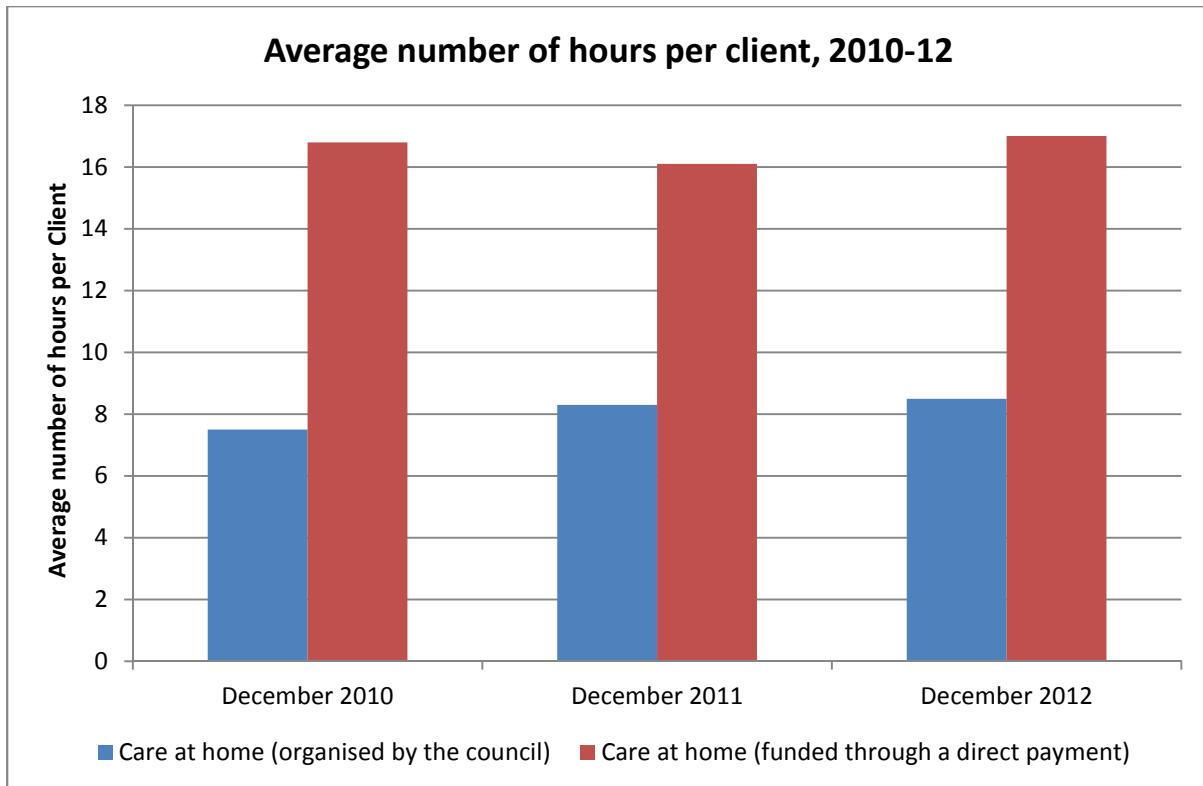
- A restart of any existing care package they had before entering hospital.
- A reablement service. This is a short term service for up to six weeks which supports people to return to their level of independence they had before their illness.
- Discharge to assess. People return home with support (which could be 24 hour live in support). The social worker will then assess their long term needs, while they are in their own home. This should reduce the number of people who are placed in care homes because assessments for long term future care will be carried out in the person's home and not when they are ill or at a point of crisis. Additionally there is evidence that longer than necessary stay in hospital institutionalises people and this service will give people the opportunity to return home with an intensive package of care rather than be admitted directly into a care home

<sup>1</sup> <http://www.audit-commission.gov.uk/nationalstudies/localgov/Pages/joininguphealthandsocialcare.aspx>

*ii. Increasing the number of hours of long term support made available to clients*

We are working to ensure that people have the option to stay at home for as long as possible. As the charts below show, not only has the number of clients risen but so has the amount of care we provide for them. Over the last two years we have increased the amount of care provided to support people to live at home by 37%, from 17,468 hours to 23,849 hours. This has supported an additional 10% more older people. People are also getting much more support when they are supported.





iii. *Devolving budgets to local area managers so that they are specifically able to address the needs of their locality*

Just over £10 million has been devolved to locality teams for older people to spend either on care homes or home support depending on local

pressures. A further £837,000 has been allocated to local physical disability teams to spend on home support.

iv. *Increasing the availability of extra care housing and assistive technology*

Extra care housing offers older people the combination of living independently in their own home with access to on-site support and services they might need. It is an increasingly popular alternative to residential care. In 2009, there were only 20 extra care housing units in Oxfordshire. This had increased to 276 last year and will rise to over 400 by March 2013. By March 2015, we expected the number of units to increase even higher to over 900.

We are investing additional money has been invested in assistive technology and are now supporting almost 300 people more than our original targets.

v. *Continuing to provide information and support to carers.*

We continue to offer information and support to carers. We have a dedicated website for carers (<http://www.carersoxfordshire.org.uk/>), and produce publications offering advice and information for everyone who cares for others. We also offer grants to give carers the help or breaks they need.

*2g) Work with business network providers to develop and implement a strategy for the roll out of super-fast broadband across the county, to improve access to online services.*

Led by the council but in partnership with dozens of stakeholders, we are on track to deliver superfast broadband across the county, ensuring that no part of the county is denied the benefits of a speedy Internet connection. The total public sector capital investment for Oxfordshire is £13.86million, of which the Council is providing £10 million and the remainder from the Government, through its Broadband UK (BDUK) programme. We also expect a matching contribution from the private sector.

The contracting process to select an operator to partner with began in August. Negotiations are expected to result in a signed contract in the spring of 2013, with countywide roll out completed no later than 2015. More information about broadband in Oxfordshire can be found at <http://www.oxfordshire.gov.uk/broadband> .

*2h) Enable all Adult Learning tutors to integrate equality and diversity into their teaching – content and classroom management – in order to ensure inclusivity for all learners*

Adult Learning ran a training session for tutors in September 2012 to remind staff of our equality and diversity priorities and to share examples of good practice, helping tutors better understand their responsibility in relation to inclusivity and the content

and classroom practices required to meet it. We are monitoring how tutors apply this knowledge during the observation process.

To help raise awareness about the diverse nature of the county's residents, the Adult Learning service has also introduced a poster scheme highlighting festivals and celebrations from around the world that are displayed in all learning centres.

*2i) Continue to develop improved accessibility routes on the public rights of way network.*

Our Transport Strategy commits us to improving accessibility on routes across the county. In close consultation with representative individuals, groups, and disability advisers, we aim to ensure that footway provision, parking, bus stops and other highway measures take full account of the needs of all people irrespective of movement or sensory ability. We work closely with bus and rail operators and assist taxi operators to encourage the best and most integrated provision of public transport services and infrastructure. For example, working with councillors, local people, and organisations, we have conducted audits of pedestrian routes in Wallingford and Didcot to improve accessibility in the built environment for elderly and disabled people.

*2j) Provide training to Highways & Transport staff involved in policy and design to ensure they understand the constraints faced by customers with a disability using our services, and have regard to these constraints in service design and delivery.*

With the help of Oxfordshire Unlimited, a local disability action group, and the Westgate Shopmobility Unit, we run regular training sessions for transport staff to make them aware of the needs of disabled users and to experience for themselves the difficulties the disabled face in poorly-designed environments. Over 60 members of staff have so far completed the half-day course.

### **Objective 3: Supporting thriving and cohesive communities**

The County Council is committed to working closer to the communities we serve, to understand the challenges they face, and to make sure our services are working together as effectively as possible. We are also committed to empowering communities to do things for themselves, including identifying and/or responding when the public sector might not be able to continue to provide a service.

*3a) Continue to work in partnership to improve the quality of life in the most deprived areas of the county. This will include promoting better engagement in education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty.*

We are continuing our 'Breaking the Cycle' programme that concentrates on the most deprived wards in Oxford and Banbury, identifying families most at need of help and providing them with intensive support from all agencies able to assist.

As part of our 'Thriving Families Initiative', we are working with the districts and other agencies, especially those dealing with anti-social behaviour and community safety. We are identifying families who either receive services or are known to others agencies, and deciding which agency is best placed to work with them. We are then monitoring their success to build up a picture of what works and how to identify other families likely to require support, so future interventions can happen early and effectively.

*3b) Continue to provide a Big Society Fund that will support local communities and organisations who wish to identify local priorities and do things for themselves about issues that matter to them. We will also review expressions of interest, applications and funding patterns from 2011/12 and work with community groups to raise awareness and encourage access to the Fund.*

At its launch in 2011/12, we set aside a pot of £600,000 for communities to bid for start-up funding to help them take responsibility for providing services in their community and to support new forms of service provision more tailored to local needs.

In its first year, the Big Society Fund proved a great success, recognising that Oxfordshire has a wealth of active communities ready and willing to take a lead on services which matter to them. These communities are often much better placed than the public sector to develop services appropriate to their needs.

For 2012/13, each county councillor has a budget of £10,000, allowing them to support the projects that matter most to their local community. It is up to the councillors themselves to decide how to spend their budgets.

*3c) Continue to work closely with our military partners to maximise the value obtained from the pupil premium by focusing on specific needs of children from armed forces families, and ensure schools have appropriate information to support these children.*

We are working with our military partners to ensure that schools are providing appropriate support to children from armed forces families and to help guarantee that these pupils are not disadvantaged.

*3d) Continue to work closely with military partners to ensure we maximise the support we offer to carers of vulnerable people. We will ensure that we provide more information and support to carers around military bases and ensure that we support developments such as good neighbours' schemes by military bases.*

We have been working in partnership with the local military to ensure our work continually matches the needs of the military and veteran community in Oxfordshire. As such, the priorities and tasks we have set ourselves have changed over the year.

We are proud to have had a strong civilian-military partnership for a number of years and that working in partnership with the armed forces is embedded throughout the

organisation. Through productive partnership working there have been real improvements in the lives of military personnel and their families.

So far this year, we have achieved the following:

- We have established a transition protocol for personnel leaving the service who have on-going care needs.
- New initiatives have been formed following a project conducted by The Oxfordshire Health Foundation Trust to identify veterans and develop a response to their particular needs. There is a focus on:
  - identifying veterans within the patient population
  - training and awareness for staff
  - developing the capacity to manage transition for servicemen who are discharged back to Oxfordshire on medical grounds.
- Oxfordshire MIND has continued to develop their peer support group with the base families. Work with the RAF and Oxfordshire MIND around supporting families is hoped to be rolled out to the Army.
- The Armed Forces Health and Wellbeing group meeting a couple of times a year. This brings together representatives of Armed Forces Bases in Oxfordshire with commissioners from the National Health Service and Social and Community Services. This group facilitates strategic planning and problem solving which will result in better health outcomes for forces personnel, veterans and their families. The Health and Wellbeing board also has a military representative to represent the armed forces.
- There is a representative of the military on the steering group for the new Joint Strategic Needs Assessment, ensuring that the needs of the armed forces and armed forces families are identified.

*3e) Raise awareness of the MANTRA (Multi-Agency Network for Tackling Racially Aggravated Harassment) service. We will also increase the number of agencies and venues people can use to report incidents of and concerns about hate crime, including in rural areas.*

A review of the MANTRA service in May 2012 concluded that it was not as performing as effectively as intended and that our partners had lost confidence in it.

We have now replaced MANTRA with a free 24 hour telephone providing a single approach to third party reporting of hate crime across all local authorities in the Thames Valley area. The phone line is provided by Stop Hate UK, a registered charity and social enterprise based in Leeds. The service also offers users the option to use text relay services or online systems instead of the telephone.

Reports are referred on to either the Police, local Victim Support groups, or district Anti-Social Behaviour (ASB) teams as appropriate. Callers can remain anonymous and can choose whether or not to report to the Police. The launch of the Stop Hate

UK service in our area received extensive and positive coverage both in the local press and on local television.

### **Objective 4: Promoting a culture of fairness in employment and service delivery**

The county council is committed to ensuring equality of access, fairness, and consideration to all of our staff and potential future staff, and in the delivery of services to the people and communities of Oxfordshire.

*4a) Ensure all managers and Councillors are aware of their responsibilities under the Equality Act 2010, and encourage all employees to access learning and development opportunities to increase their awareness and understanding of equality and diversity issues.*

The Cabinet and every scrutiny committee received presentations and held discussions on the Equality Act and our Equality to ensure Councillors are aware of our responsibilities. Directorates regularly run their own training and refresher sessions for staff, and revised and updated guidance on equality issues is easily found on the council's intranet.

Staff are also required to complete the online 'Respect for People' e-learning course which outlines why we should value diversity and provides essential information about the importance of fair and equal treatment for all service users and colleagues. We also encourage staff to repeat the course every two years.

We are also currently looking at commissioning refresher training for HR practitioners and managers to improve their knowledge of their employment responsibilities under the Equalities Act.

*4b) Ensure equality and diversity is integrated into the culture of the Customer Service Centre by embedding it within the behaviour and attitudes of staff, as well as the routine policies, procedures and practices of the service.*

The Customer Service Centre prides itself on how its culture, policies, and practices integrate and embed awareness of equality and diversity issues into its work.

All staff complete our mandatory online training in equality and diversity when they start working for us, and we ask people to repeat it on a rolling basis. We also run a series of briefings for staff and hold a bi-monthly lunchtime equality and diversity discussion forum. Internal staff satisfaction surveys always include questions about equality and diversity requirements. We are currently planning an equality and diversity awareness day to give everyone the opportunity to engage with a range of information covering the characteristics protected by the Equality Act.

As services join the Customer Service Centre we look to see whether they can be improved, and our Equality and Diversity steering group addresses any equality and diversity issues.

We regularly monitor calls to ensure people receive a quality service, including giving appropriate attention to any special requirements requested by the caller. We also offer supportive information in EasyRead format, and we now accept more on-line applications.

*4c) Undertake a full review of existing equality and diversity policies to ensure they remain in line with best practice and meet the requirements of the Equality Act 2010.*

In July 2012 a new 'Equality & Diversity in the Workplace Policy' was launched, dealing specifically with employment matters and underpinning the council's commitment to equality as set out in the 'Equality Policy 2012 – 2017'.

We have revised and re-launched our toolkit on 'Delivering our commitment to Equal Opportunities'. This is a toolkit designed primarily for managers providing information on a range of equality and diversity matters.

Our 'Dignity at Work' policy, dealing with bullying and harassment in the workplace, is currently under review and due to be re-launched in February 2013.

*4d) Continue to encourage people from diverse backgrounds to apply for roles at the council, and do more to increase awareness of the support available to staff and guidance for managers to ensure that reasonable adjustments are made where appropriate.*

We continue to encourage people from diverse backgrounds to apply for roles at the council, and are proud to have been successfully re-awarded the Disability Two Ticks Symbol for 2012/2013 following the annual review conducted by Jobcentre Plus. The review looked at the actions we take to attract and support disabled people in to council jobs.

HR are undertaking a review of the current guidance available for managers/employees and current practice in supporting employees who have a disability in terms of overcoming barriers and making reasonable adjustments

We have also updated and relaunched the information available to carers working for the council and the support that is available for them. We have also joined the 'Employers for Carers' Scheme run by Carers UK to access information on best practice in supporting carers in the workplace, and have run a number of briefing/information sessions for employees on this.

*4e) Investigate the reasons for the lower levels of young workers employed by the council, and continue to expand the number of apprenticeship opportunities to create entry level posts.*

We currently offer access to 12 different apprenticeship frameworks and a growing number of services and teams are taking these up. This means that our opportunities are not only open to people from a broader range of backgrounds but that where appropriate, we are also able to support the council's positive recruitment policy.

We have recruited 45 apprentices since the beginning of January 2012. 7 of these were Level 3 qualifications starting at Grade 1 SCP05. The rest of the apprentices were entry level, Level 2. The qualification level for entry to a Level 2 apprenticeship is Level 1 (GCSE Grades D-G). Of these 45 apprentices, 4 were care leavers. More information about the schemes and how representative our apprentices are of the wider community can be found in our latest 'Equality in Employment Report'.

The Council is tackling under-representation of young people in our workforce under section 159 of the Equality Act 2010 and for this reason a number of our apprenticeship vacancies are only open to individuals aged between 16 and 24 years old. Over the last 5 quarters (Q2 2011/12 – Q2 2012/13) our workforce has decreased by 15%, however, this figure for people under the age 25 is only 9% and we attribute that a large proportion of this is down to the success of the apprenticeship programme and other initiatives supporting young people into employment.

In Autumn 2011 a piece of research was carried out on young people (defined as those aged between 20 and 31) to understand more about their experience of working for the Council and identify any areas for improvement. Key findings were:

- 90% of respondents were happy or very happy with their relationships with colleagues and their teams
- 77% were happy or very happy with the relationship with their manager
- 62% feel they are making a difference to the people of Oxfordshire
- 25% were unhappy or very unhappy about the extent to which they feel appreciated and valued for the work they do

The things which were most important to this age group were having interesting and challenging work and having opportunities to develop. 78% said they were happy or very happy to be doing interesting or challenging work and 54% were happy or very happy with the training and development opportunities they were getting. Given the positive results and on-going organisational changes it was decided that further action was not a priority at that time.

*4f) Identify opportunities to work with others to deliver services that improve outcomes for groups with protected characteristics more effectively and develop innovative approaches to common issues, whether through formal partnership arrangements or more informal collaborative arrangements.*

Oxfordshire County Council proudly works in partnership with other organisations from the public, private, military, voluntary, and community sectors across the county on areas of common interest. There are several partnerships in operation, all overseen by the Oxfordshire Partnership Board. Over the past year several of the partnerships have undergone major changes due to national policy changes such as the health reforms.

We also maintain connections and informal collaborative arrangements when appropriate. For example, our Education service runs a multi-ethnic community forum where representatives of minority groups from across the county can discuss relevant educational issues. Recent meetings have considered the provision of

English as Second or Other Language (ESOL) courses in the county, the impact of academies on black or other minority ethnic communities, and how to attract members of minority groups into teaching or school governorship.

Working with councillors, local people, and organisations, we have conducted audits of pedestrian routes in Wallingford and Didcot to improve accessibility in the built environment for elderly and disabled people. As part of our current transport strategy, we are committed to consulting with local access groups to ensure all new street schemes or developments take account of the needs of these groups. We have also used our links with local bus companies to ensure that priority places for wheelchair and scooter users are clearly identified and enforced. We maintain links with local access groups and encourage them to work with us.

*4g) Ensure that where services are being restructured there is a well-managed approach to diversity, including completion of Service and Community Impact Assessments to ensure that under-represented groups are not disproportionately affected in the resulting staff reductions. Statistics for redundancy will also need to be closely monitored.*

Service and Community Impact Assessments (SCIAs) form an important part of how we develop policies and make decisions. They are produced for every contemplated service change, and regularly updated as proposals change and develop, ensuring that under-represented groups will not be disproportionately affected by the changes.

The HR department monitors the characteristics of staff leaving the organisation and the reasons for their departure, and presents their findings in the annual 'Equality in the Workplace' report.

## **Next steps**

We are proud to have completed the vast majority of the actions we set for ourselves in 2012, all of which bring us closer to achieving our equality objectives. We will be devising new priority actions for the next financial year in April 2013, and will report on our progress in the following March. This will allow us to embed our equality actions within our performance reporting cycle.

## Appendix: More about Oxfordshire

Last year, we produced an overview about what we know of Oxfordshire's population under the various protected characteristics. The release of the 2011 Census results has provided us with an opportunity to refresh this report with more up-to-date information on the populace, and provide a short overview of how diverse the county's residents are. We will be examining how the data we hold on our service users tallies with the new census results in our April release, allowing us to keep this analysis in step with our performance reporting cycle.

More information and data on these and other themes can be found on *Oxfordshire Insight*: <http://www.oxfordshire.gov.uk/insight> .

### Population

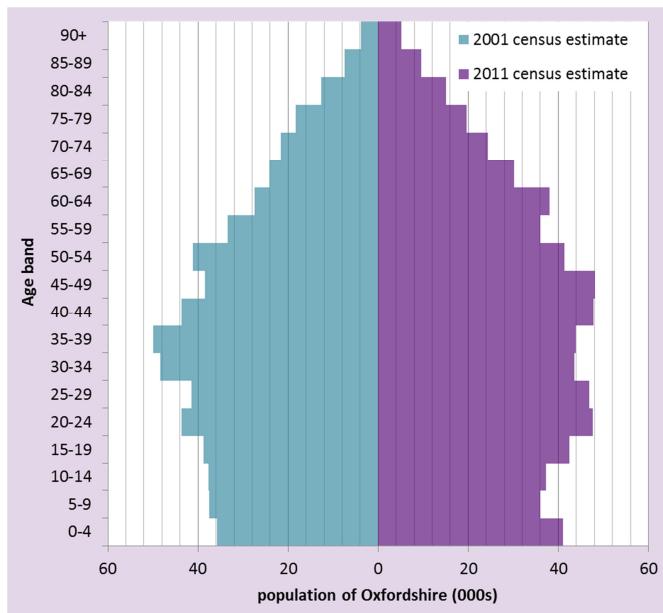
The 2011 Census showed that an estimated 653,800 people were living in Oxfordshire on 27 March 2011:

Oxfordshire	653,800
Cherwell	141,900
Oxford	151,900
South Oxfordshire	134,300
Vale of White Horse	121,000
West Oxfordshire	104,800

Oxfordshire's population has increased by 48,500 people (8%) since the last Census estimate in 2001, when the total estimated population for the 2001 Census was 605,500. Oxford City's population has increased the most (13%) followed by West Oxfordshire (10%). Cherwell's population has grown by 8%, while the populations of South Oxfordshire and Vale of White Horse have both grown by 5%.

### Age

Oxfordshire's population has aged overall, due to the older age groups experiencing greater growth than younger groups. The 65-and-over population has grown by 18% since 2001, while the number of people aged 85 and over increased by 30%. The number of people in their 30s in the County has declined by 12%. The number of children aged 4 and under has grown by 13%.



## Sex

	Men		Women	
<b>Oxfordshire</b>	323,000	49.4%	330,800	50.6%
Cherwell	70,100	49.4%	71,700	50.6%
Oxford	75,300	49.6%	76,600	50.4%
South Oxfordshire	66,000	49.1%	68,300	50.9%
Vale of White Horse	60,100	49.7%	60,900	50.3%
West Oxfordshire	51,400	49.1%	53,300	50.9%

Women remain in the majority across the county.

## Gender reassignment

Figures for the number of transgender people in the county remain unobtainable, and no relevant question was asked in the census.

## Race, including ethnic or national origins, colour, or nationality

The ethnic composition of Oxfordshire has changed since the 2001 census.

All of the county's black or minority ethnic communities have grown, and now account for 9.2% of the population, just under double the 2001 figure of 4.9%.

There has been a growth in people from white backgrounds other than British or Irish, who now account for 6.3% of the population (up from 4% in 2001). This rise can be explained by the expansion of the EU. People from white gypsy or Irish Traveller backgrounds make up 0.1% of the county, and this is the same proportion

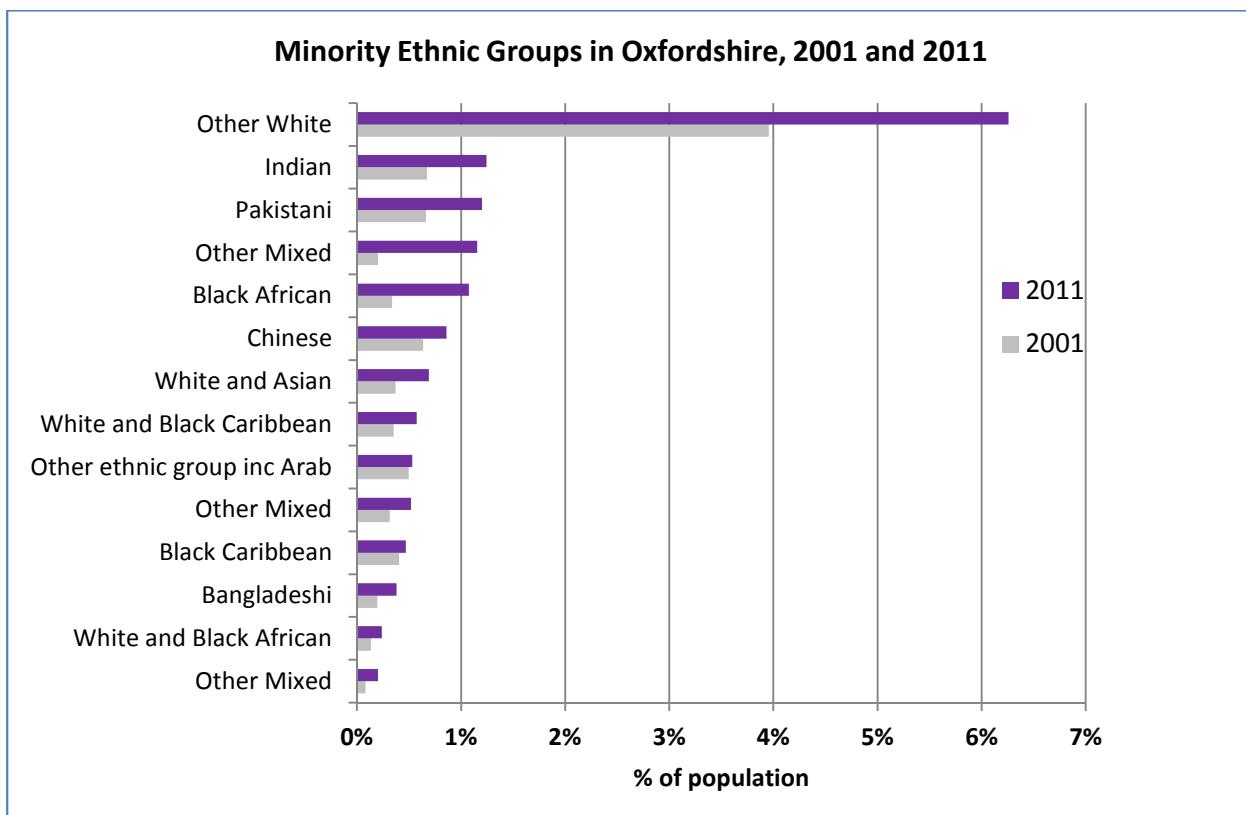
across all the districts aside from West Oxfordshire, where 0.2% of the population classify themselves as such.

4.8% of the population are from Asian backgrounds, twice the 2001 figure of 2.4%

People from Asian communities form the largest minority ethnic group in the county, and most come from Indian or Pakistani backgrounds (2.45%)

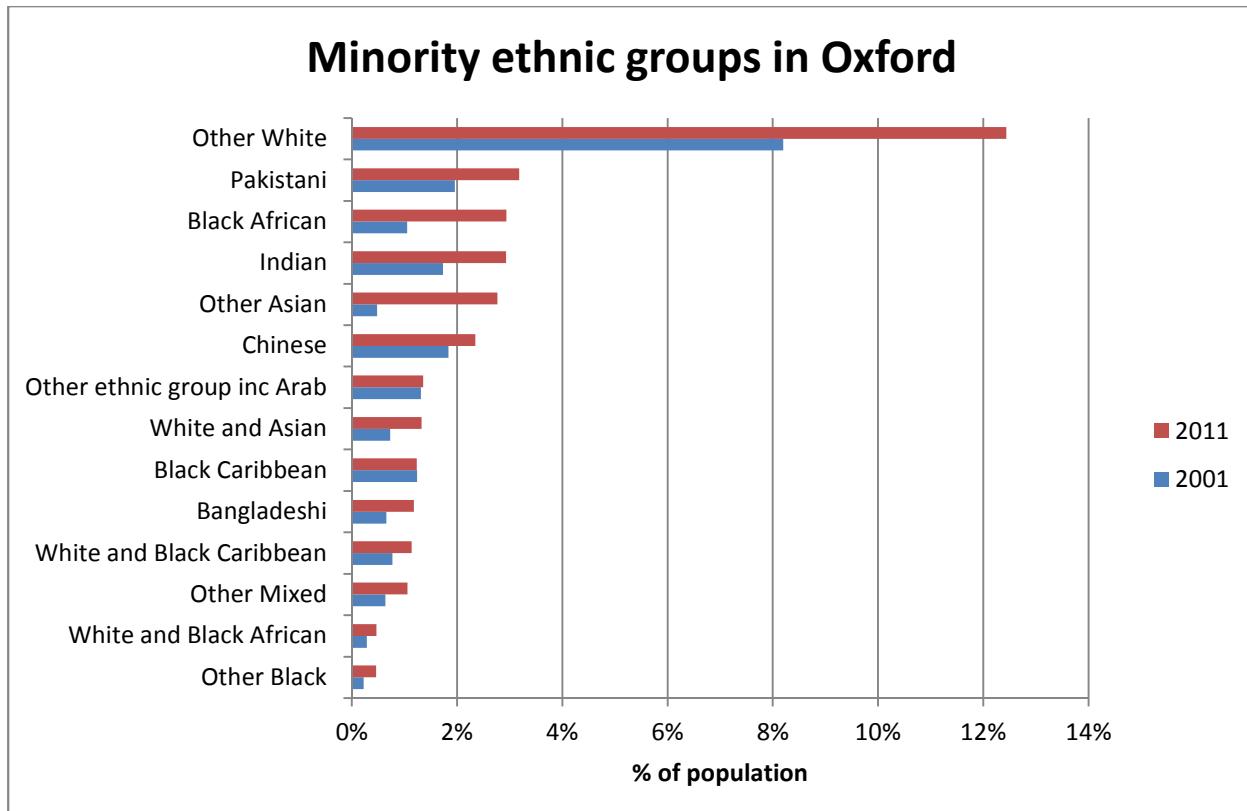
The proportion from all black backgrounds has more than doubled from 0.8% to 1.75% of the county's population.

People from mixed backgrounds account for 2% of the population (2001: 1.2%)



Source: ONS. In order to display minority groups on a chart, the categories of 'White British' and 'White Irish' are not shown.

Oxford remains the county's most diverse district. People from white British or white Irish backgrounds make up 65% of the city's population, down from 79% in 2001. Reflecting migration trends, the proportion of the city from other white backgrounds has risen to 12.4%, up from 8.2% in ten years.



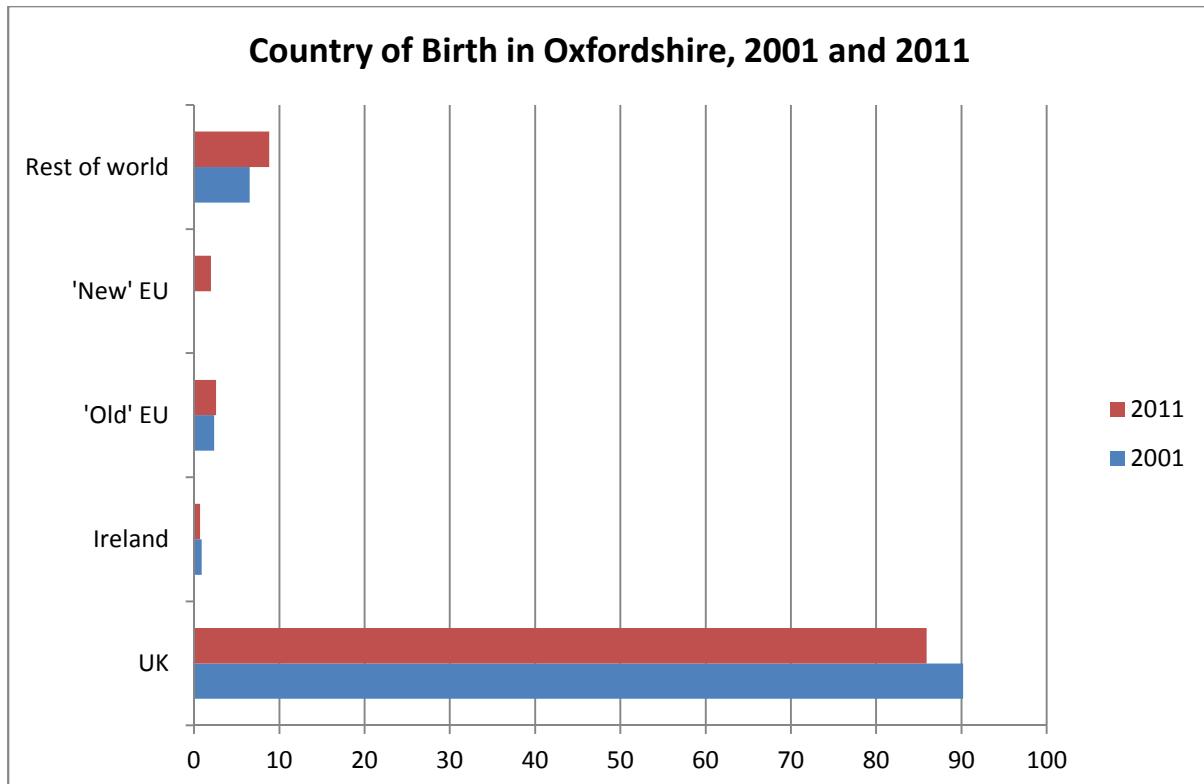
Source: ONS. In order to display minority groups on a chart, the categories of 'White British' and 'White Irish' are not shown.

## Country of origin

There has been a rise in the number of people born outside the UK or Ireland since 2001. Not only has the number of people from the 'old' EU risen, but there has been a growth in people from both the new member countries and from the rest of the world.<sup>2</sup>

<sup>2</sup> 'Old' EU refers to the countries of the European Union at the time of the 2001 Census: Belgium; France; Germany; Italy; Luxembourg; Netherlands; Denmark; Greece; Portugal; Spain; Austria; Finland; Sweden

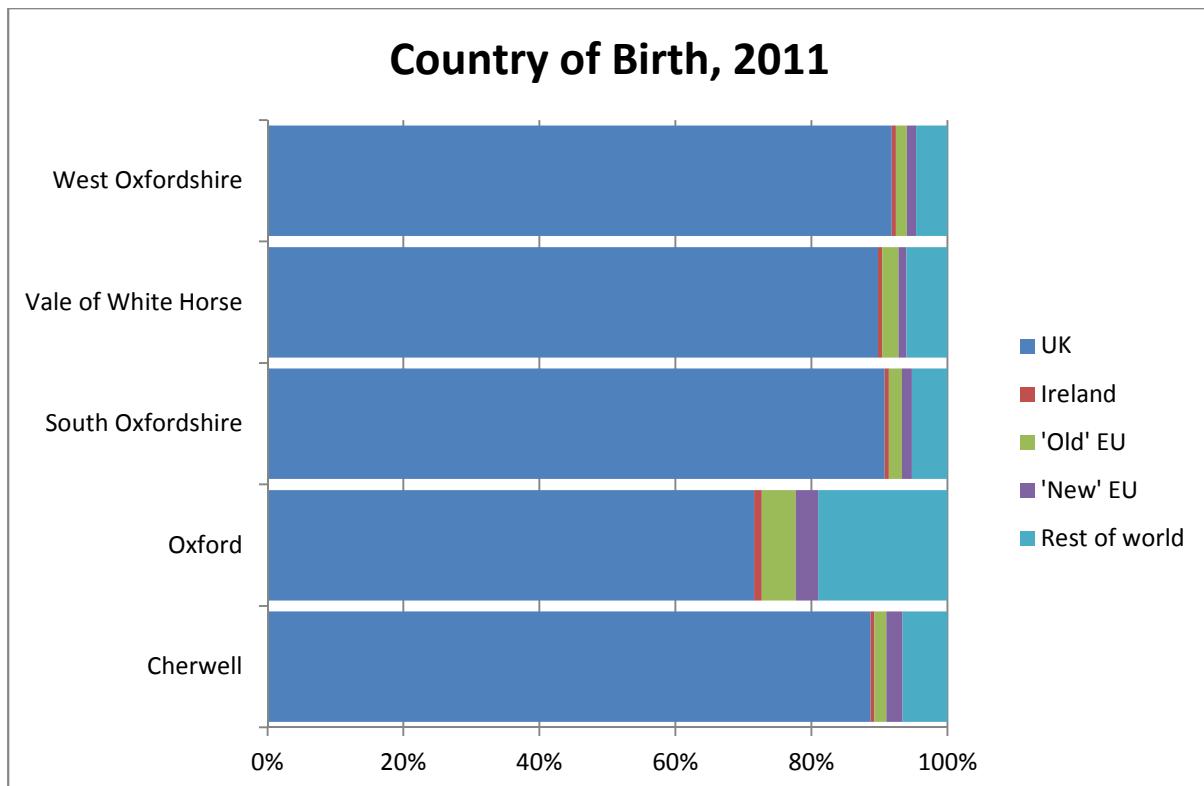
'New' EU refers to those countries joining the EU between 2001 and 2011: Cyprus; Czech Republic; Estonia; Hungary; Latvia; Lithuania; Malta; Poland; Slovakia; Slovenia; Bulgaria; Romania



Source: ONS. 'Rest of world' in 2001 would have included those countries yet to join the EU when the census was taken

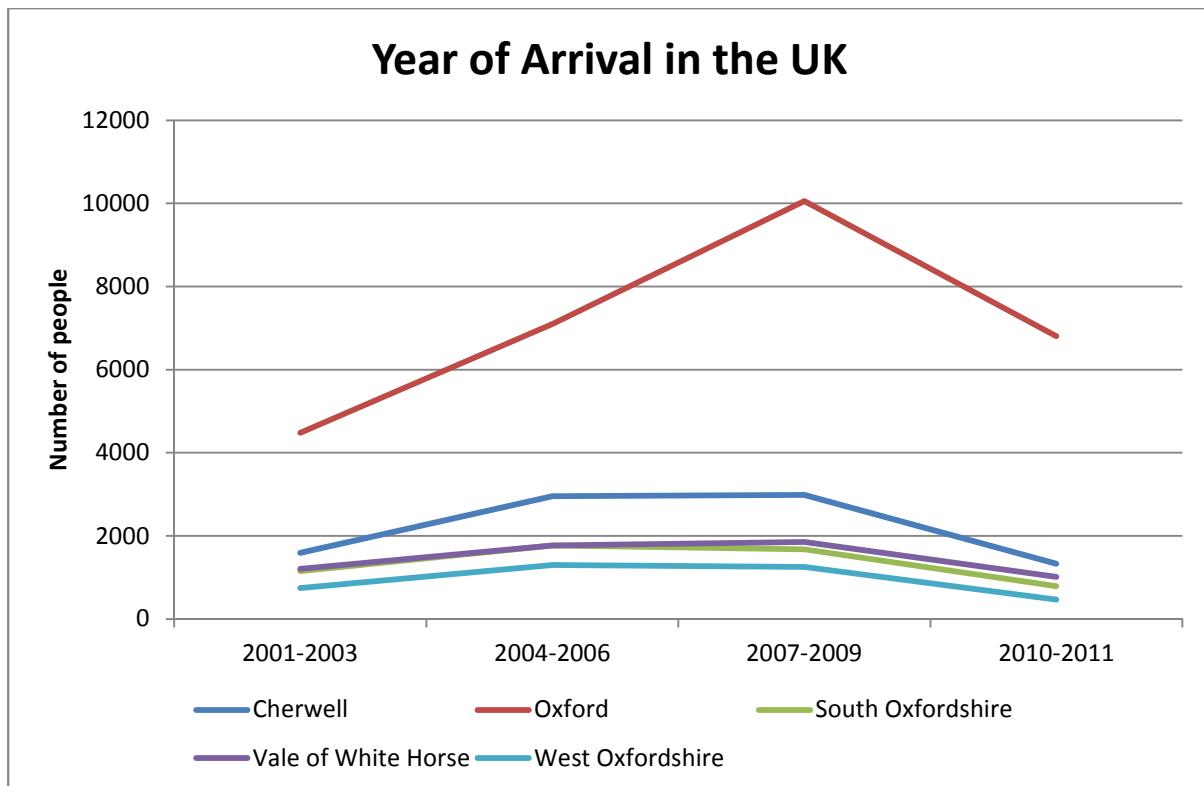
8.8% of the count's residents (about 57,500 people) were born outside the UK or the EU. 13,000 (2%) came from the new EU countries that joined after 2001.

Again, Oxford is the most diverse district. Only 72% of the population of Oxford were born in the UK, way below the proportion nationally or in Oxfordshire's other districts. It is noticeable how similar the other four districts are to each other.

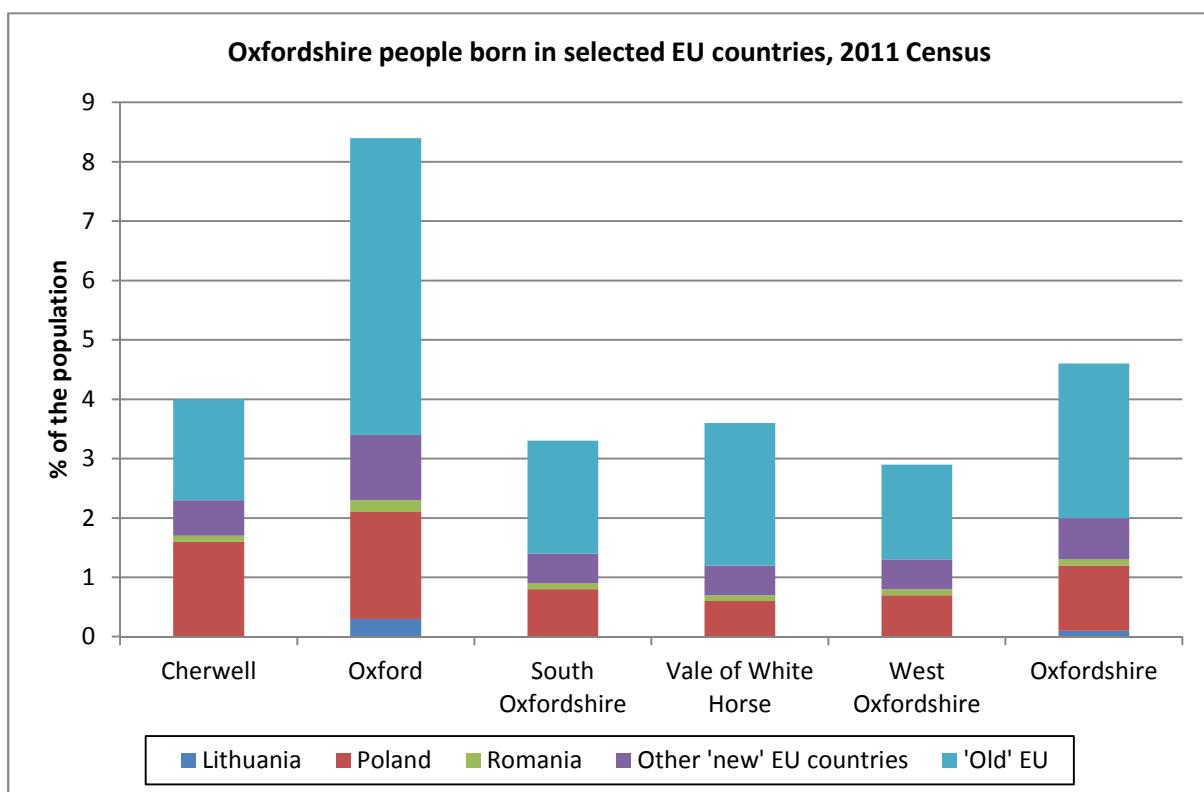


Source: ONS

The Census asked residents who were not born in the UK to give the year they arrived in the country. Over the course of the decade, the number of people rose, reaching a peak in 2007-09. The large increase after 2004 shows the impact of the eastward expansion of the European Union, especially in Oxford. 6.6% of Oxford's population arrived in the UK in 2007-09. The number of people who arrived in 2010-11 is noticeably lower, likely reflecting the economic situation.

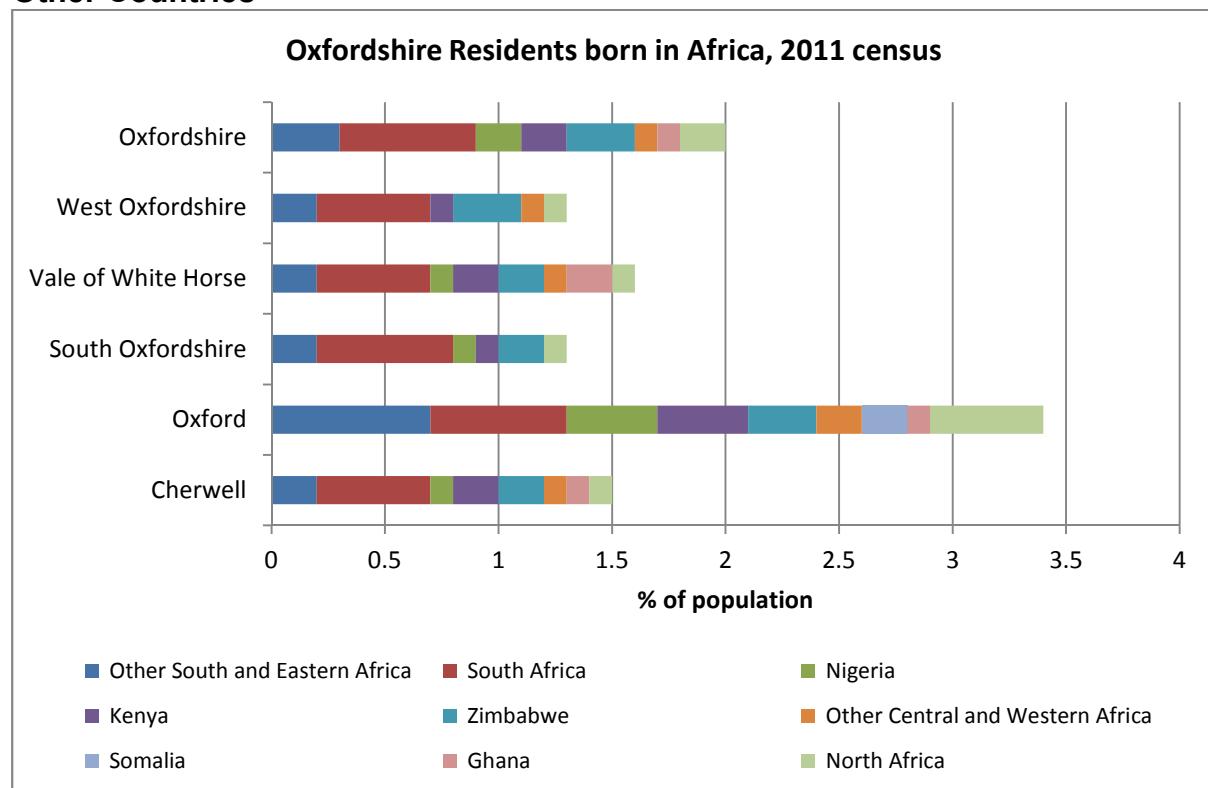


The eastward expansion of the EU during the last decade saw a rise in migration to the county, especially Oxford. The largest group in the county (1.1%) in 2011 were from Poland. Of the 7,500 people born in Poland, 2,700 live in Oxford and 2,300 live in Cherwell.



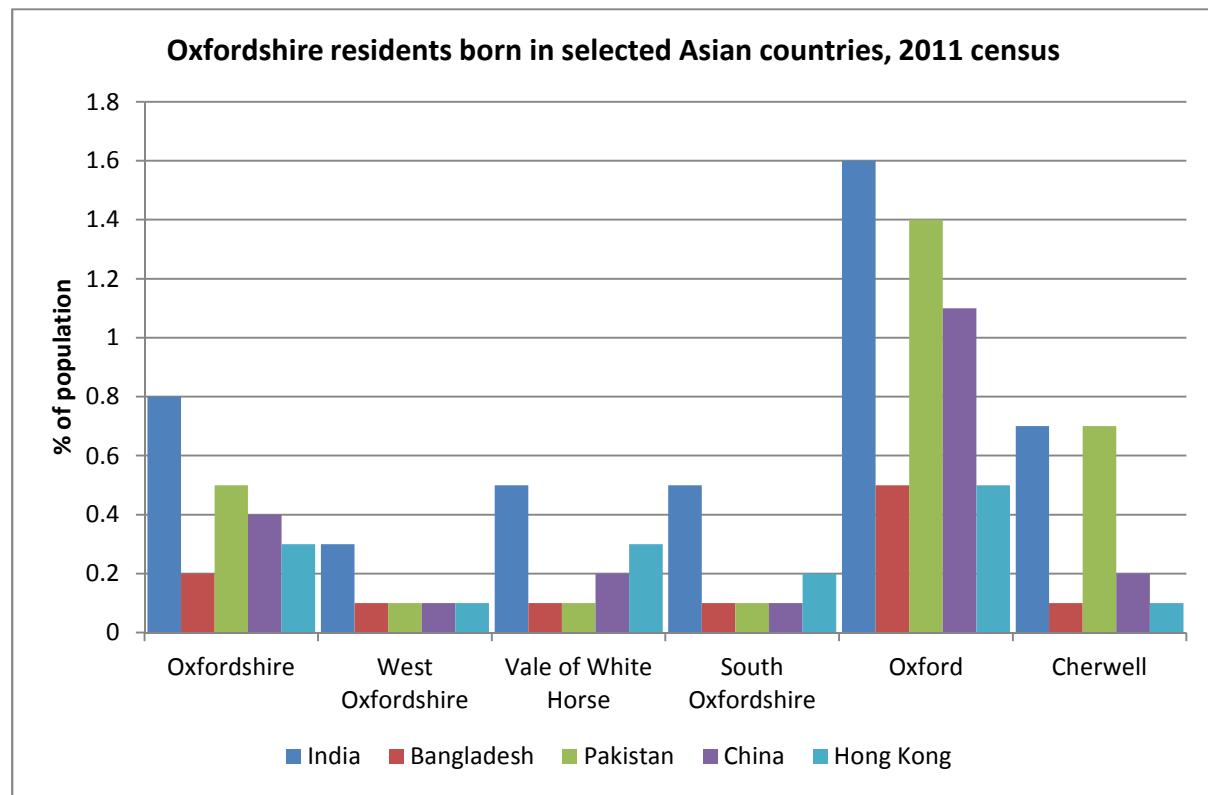
Source: ONS

## Other Countries



Source: ONS

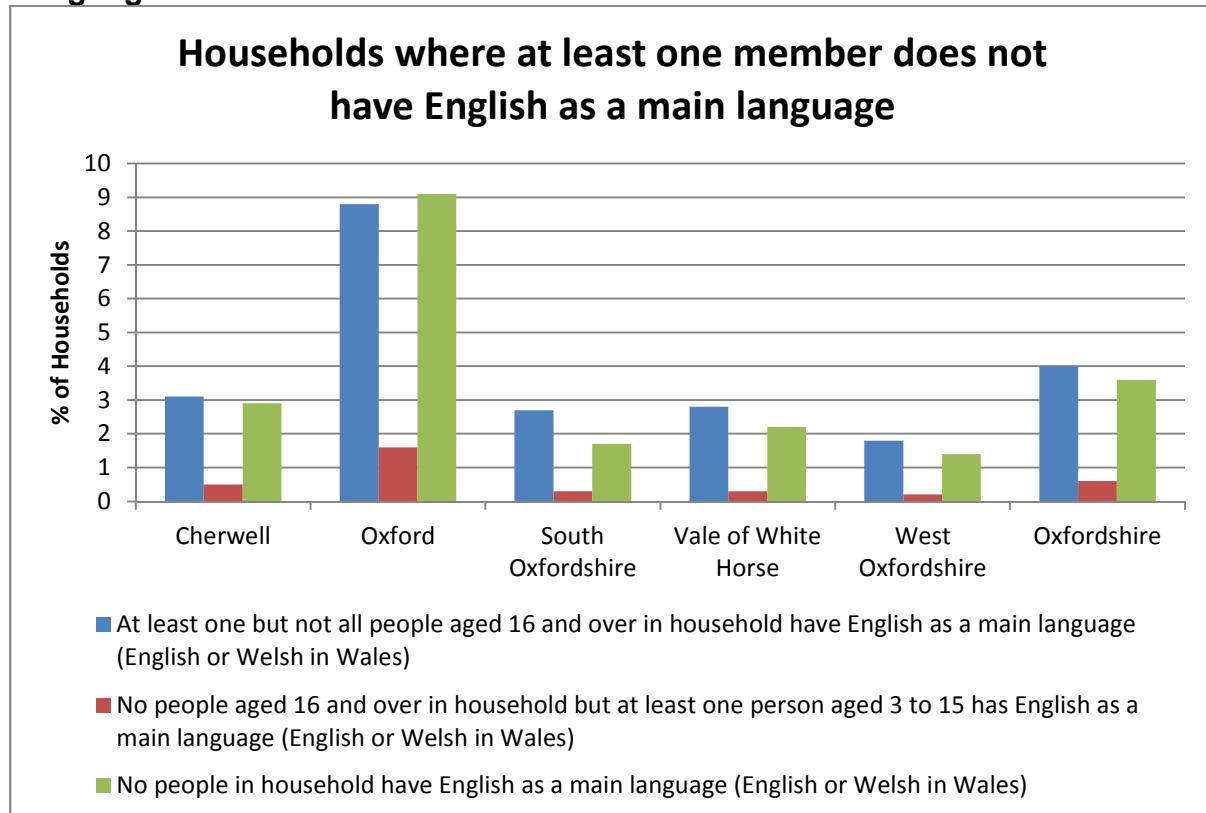
2% of the county's population were born in African countries.



Source: ONS

The population born in India is comparatively large across all the districts. Oxford has the largest community of people born in China, although part of this figure might represent students studying in the city.

## Language

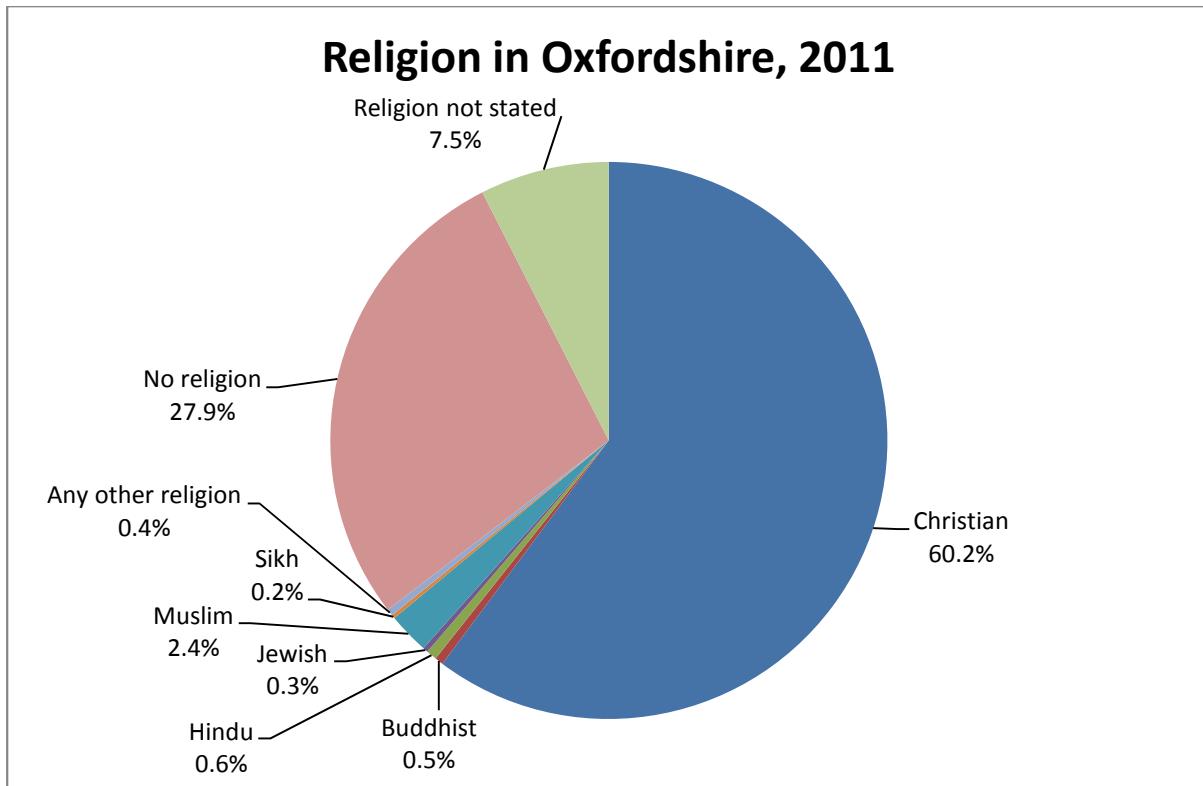


Source: ONS

Just over 9% of households in Oxford do not have anyone member who speaks English as a main language. This is over double the figure for the county as a whole.

## Religion

60% of the county's population are Christian, whilst 28% do not have any religion. The county's Muslims make up 2.4% of the populace. The proportion of Hindus in Oxfordshire in 2011 was 0.6%. The size of the county's Jewish population is 0.3%. The growth and size of county's Buddhist population (0.5%) is in line with the regional and national figures.

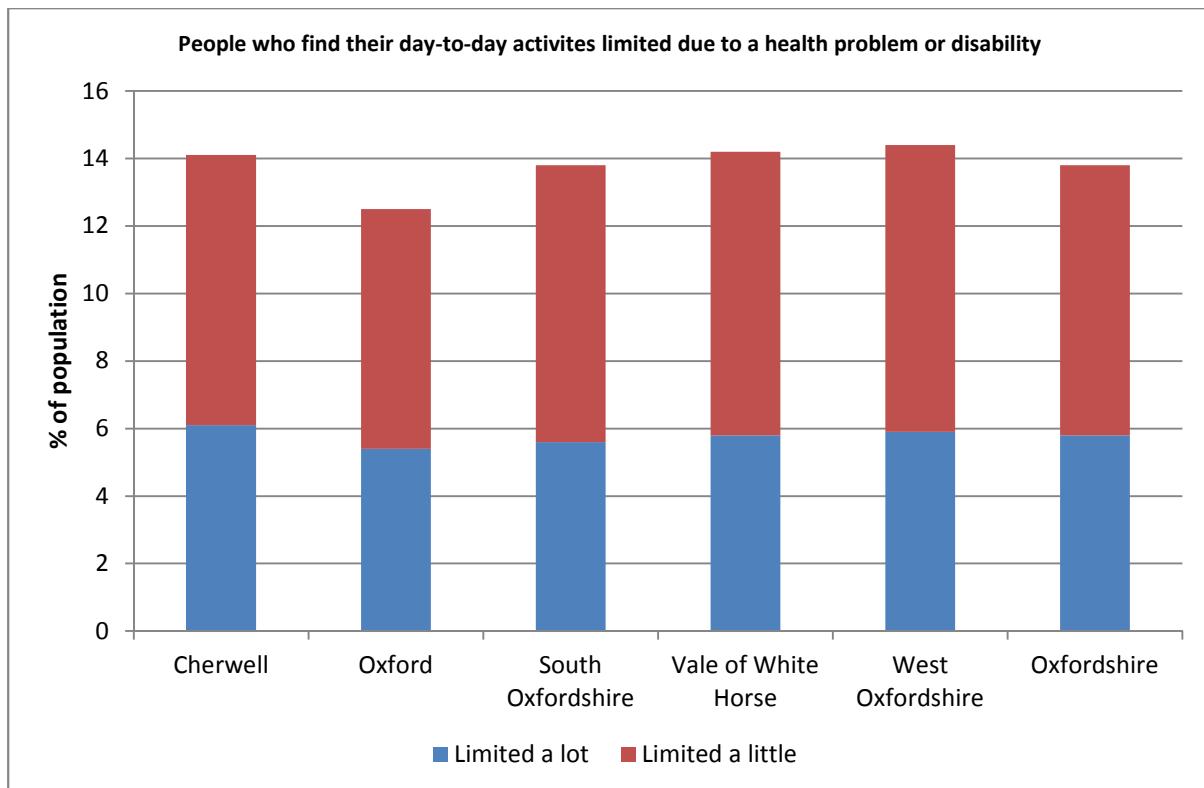


As the table below shows, Oxford remains the most diverse district in the county.

	Cherwell	Oxford	South Oxfordshire	Vale of White Horse	West Oxfordshire
Christian	64%	48%	64%	63%	65%
No religion	25%	33%	27%	27%	26%
Religion not stated	7%	8%	8%	7%	7%
Muslim	2.3%	6.8%	0.5%	0.9%	0.4%
Buddhist	0.4%	0.9%	0.3%	0.4%	0.3%
Hindu	0.4%	1.3%	0.4%	0.5%	0.2%
Any other religion	0.4%	0.5%	0.4%	0.4%	0.4%
Sikh	0.3%	0.3%	0.1%	0.1%	0.0%
Jewish	0.1%	0.7%	0.2%	0.2%	0.2%

Source: ONS

## Disability



Source: ONS

The proportion of residents reporting that their day-to-day activities are limited either a little or a lot due to a long-standing health problem or disability is roughly the same across the districts.

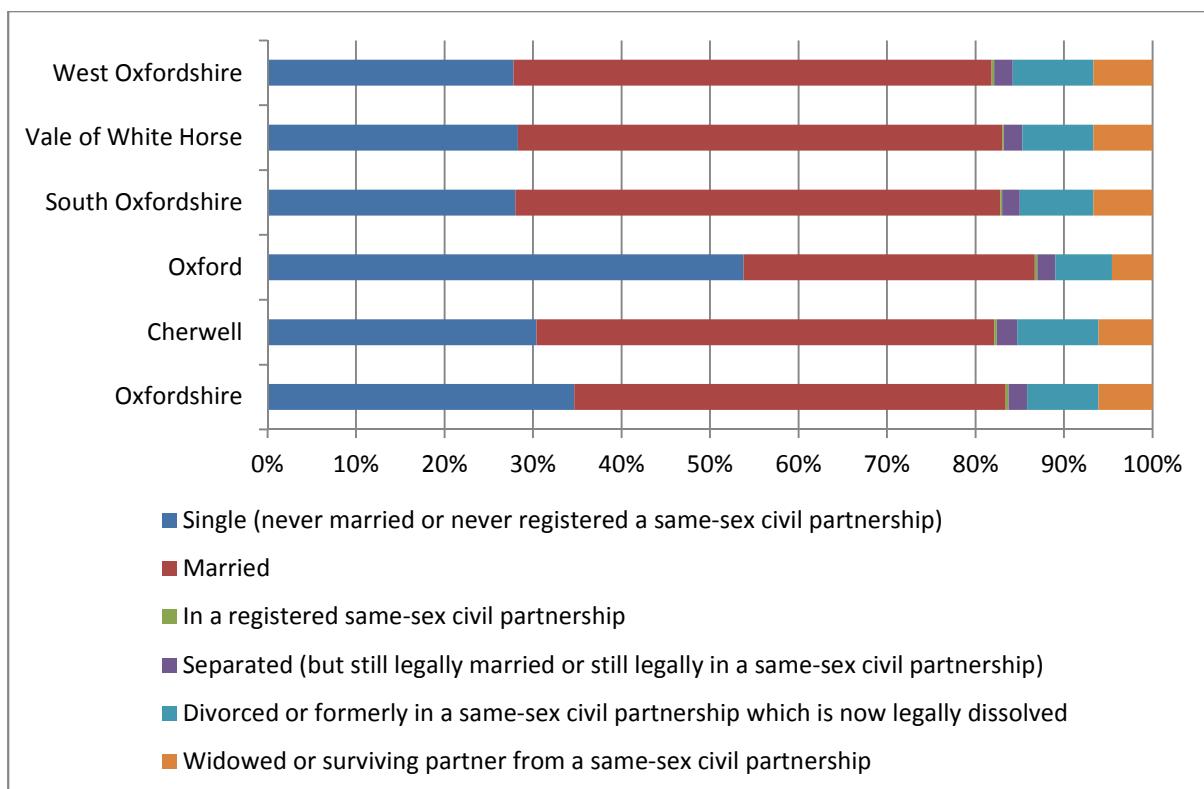
## Sexual Orientation

Reliable figures on the number of lesbian, gay, or bisexual people in the county are still difficult to obtain. The Census did not include a question on sexual identity or sexual orientation, and using the number of people in a civil partnership will not capture those who are either in a relationship but are not registered or those who are single.

Experimental statistics from the ONS's 2011 'Integrated Household Survey' suggested that the proportion of people identifying as gay, lesbian, bisexual, or other was 1.6% in the South East, against a figure for England of 1.9%.

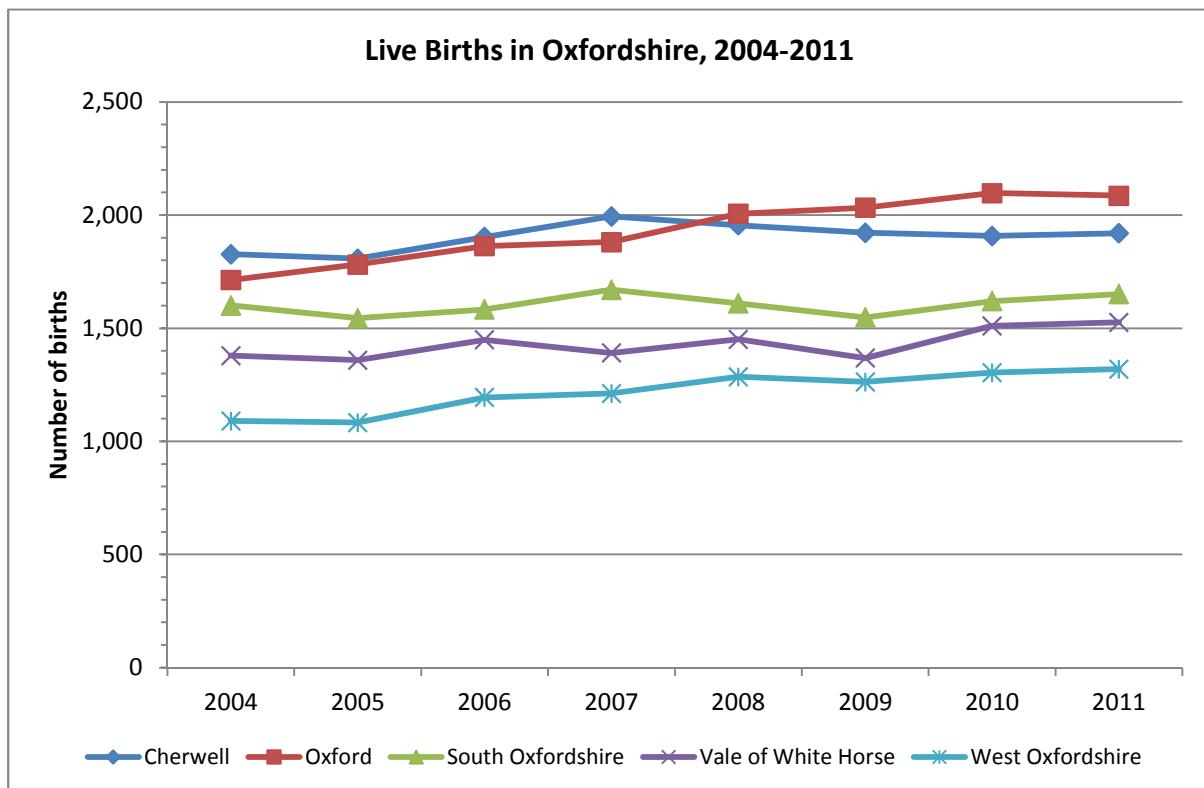
## Marriage and civil partnership

259,252 people (48.8%) in the county said they were married in the 2011 Census. A further 1,393 people (0.3%) were in a registered civil partnership.



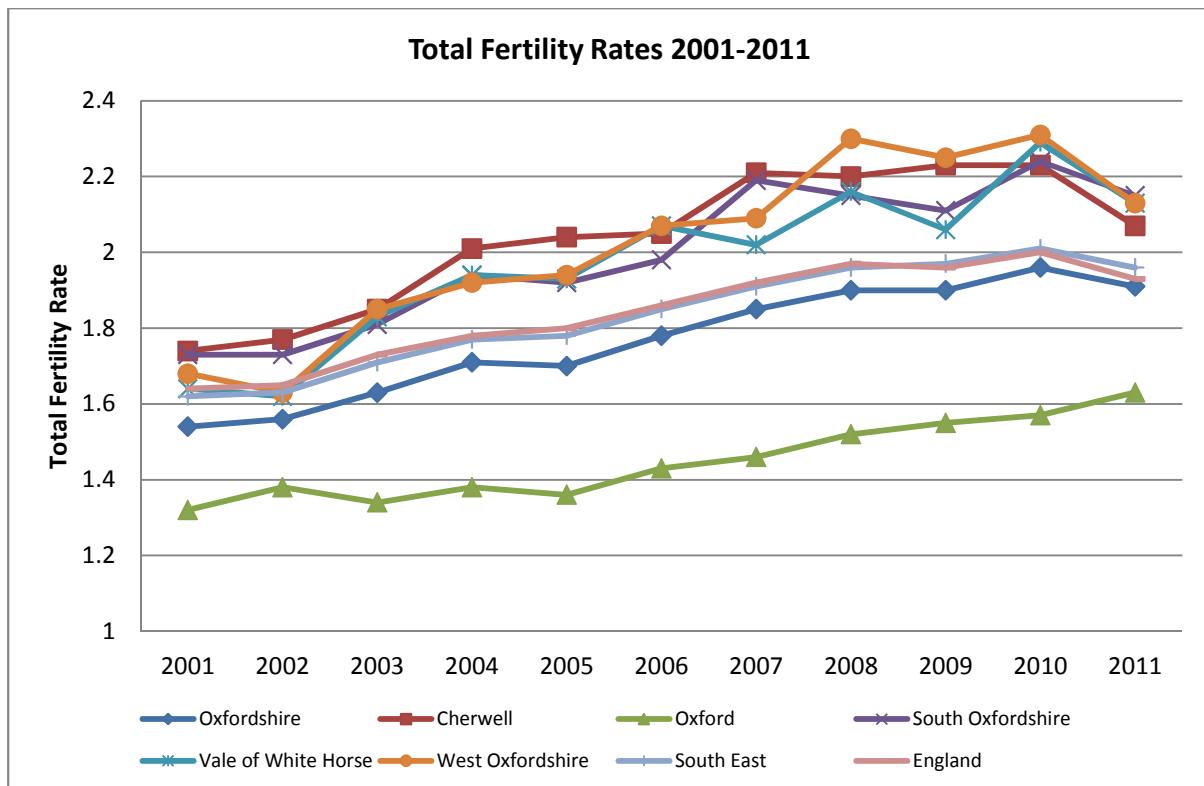
Source: ONS

### Pregnancy and maternity



Source: ONS

The number of live births in each district is slowly, but steadily, rising.



Source: ONS

The Total Fertility Rate indicates the average number of children per woman. Whilst the fertility rate has been rising steadily, Oxford is noticeably behind the rest of the county and the regional and national figures. This is probably representative of its large student population.

As more census information becomes available, reports and briefings will be placed on the [Oxfordshire Insight](#) website.

## **STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE** **17 January 2013**

### **FINANCIAL MONITORING OVERVIEW**

#### **COMMENTARY BY THE LEADER OF THE COUNCIL**

1. The last Financial Monitoring Overview to Strategy and Partnerships Scrutiny Committee on 4 October 2012 set out the Council's financial position at the end of the first four months of 2012/13. This report provides a commentary on the financial monitoring for the next three months and is consistent with the position reported to Cabinet on 18 December 2012. The full Financial Monitoring Reports to Cabinet are available on the Council's website and the Directorate reports are available in the Members' Resource Centre.
2. Part 1 sets out the forecast revenue position, Part 2 the Balance Sheet, and Part 3 provides an update on the Capital Monitoring position and Capital Programme Review.

#### **Part 1 - Revenue**

3. The current in – year Directorate forecast including the Council elements of the Pooled Budgets is a variation of -£1.262m, or -0.30% against a budget of £417.517m as shown in the table below.

Original Budget 2012/13 £m		Latest Budget 2012/13 £m	Forecast Outturn 2012/13 £m	Variance Forecast October 2012 £m	Variance Forecast October 2012 %
105.814	Children, Education & Families (CE&F)	107.248	106.412	-0.836	-0.78
219.635	Social & Community Services (S&CS)	212.157	211.838	-0.319	-0.15
77.658	Environment & Economy (E&E)	79.711	79.749	+0.038	0.00
8.394	Chief Executive's Office (CEO)	18.401	18.051	-0.350	-1.90
411.501	In year Directorate total	<b>417.517</b>	<b>416.050</b>	<b>-1.467</b>	<b>-0.35</b>
	Add: Underspend on Council Elements of Pooled Budgets			+0.205	
	<b>Total Variation including Council Elements of Pooled Budgets</b>			<b>-1.262</b>	<b>-0.30</b>

4. The -£1.467m variation excluding the Council elements of the pooled budgets reported for October was a decrease of £1.156m compared to the -£2.623m variation for August reported to Cabinet on 16 October 2012<sup>1</sup>. A decrease in the forecast underspend for CE&F is partly offset by an increase in the forecast underspend in S&CS.

<sup>1</sup> There is no Cabinet meeting in November.

Directorate	Forecast Variance as at 31 August 2012 (reported to Cabinet on 16 October 2012) £m	Forecast Variance as at 31 October 2012 (reported to Cabinet on 18 December 2012) £m	Movement in Forecast Variance from 31 August 2012 to 31 October 2012 £m
CE&F	-2.252	-0.836	+1.416
S&CS	-0.047	-0.319	-0.272
Environment & Economy	+0.020	+0.038	+0.018
Chief Executive's Office	-0.344	-0.350	-0.006
<b>Directorate in-year forecast variation</b>	<b>-2.623</b>	<b>-1.467</b>	<b>+1.156</b>

5. The forecast revenue outturn by Directorate based on the position to the end of October 2012 is set out below.

### **Children Education & Families**

6. The directorate is forecasting a variation of -£0.836m. In addition there is a forecast underspend of -£2.546m on services funded by the Dedicated Schools Grant (DSG). Any underspend on DSG will be placed in a reserve at the end of 2012/13 for use in 2013/14.

#### CE&F1 Education & Early Intervention

7. Education & Early Intervention is reporting a variation of -£1.146m. This includes an underspend of -£0.419m on school intervention and savings on staffing budgets. Home to School Transport is now forecasting a breakeven position. The underspend of -£0.991m reported previously has been removed to reflect updated routes for the new academic year, and the impact of some transport providers going into administration, this is the main reason for the change in the forecast from August to October.

8. £0.100m of revenue funding from an underspend on Early Intervention will be used to fund capital work at Littlemore Early Intervention Hub.

#### CE&F2 Children's Social Care

9. Children's Social Care is reporting a net variation of -£0.071m. An underspend of -£0.517m on Corporate Parenting which mainly reflects underspends on in - house fostering is offset by overspends on Placements totalling +£0.442m.

#### CE&F3 Children, Education & Families Central Costs

10. An overspend of +£0.331m includes one – off redundancy costs incurred in 2012/13 and Premature Retirement Compensation that the Schools' Forum Finance & Deprivation Sub Committee agreed should be met centrally rather than from schools' DSG.

### DSG Funded Services

11. A forecast underspend of -£2.546m includes -£1.358m contingency which will be delegated to schools in 2013/14 as part of the new funding formula. There are also underspends on out of county placements for children with special educational needs and on Education Effectiveness services.

### **Social & Community Services (S&CS)**

12. The forecast outturn for S&CS is a variation of -£0.319m. In addition, there is an overspend of +£2.714m on the Council elements of the Older People, Physical Disabilities and Equipment Pooled Budget and a -£2.509m underspend on the Learning Disabilities Pooled Budget.

### SCS1 Adult Social Care

13. Adult Social Care remains broadly on track to deliver the business strategy and are forecasting an overspend of +£0.087m. Pressures relating to Fairer Charging income and additional staffing resources required by locality teams to manage operational pressures are being managed using carry forwards, underspends elsewhere in the service, and reserves. This includes the use of the Learning Disabilities Pool Reserve balance of £0.804m to provide one-off funding for pressures relating to the Locality Teams and Fairer Charging income in Adult Social Care, as agreed by Cabinet on 18 September 2012.

### S&CS3 Joint Commissioning

14. Restructuring of the Joint Commissioning Team is almost complete and the forecast underspend of -£0.366m includes -£0.168m staffing vacancies and slippage in recruitment.

### Pooled Budgets

#### Older People, Physical Disabilities & Equipment Pool

15. As shown in Annex 2 the Older People, Physical Disabilities and Equipment Pooled Budget is forecast to overspend by +£6.231m. +£2.714m relates to the Council's element and +£3.517m to the Primary Care Trust (PCT) (which is shadowed by the Oxfordshire Clinical Commissioning Group).

16. The forecast overspend on the Council elements of the Older People's Pooled Budget (+£0.355m) comprises additional expenditure on care home placements offset by underspends on Home Support and the Re-ablement Service. The care home placements overspend reflects variations in the forecast number of services users and an increase in the average price of placements.

17. It is expected that the Department of Health will release additional one-off resources towards winter pressures before the end of the financial year. This will be used to reduce waiting lists.

18. The council element of the Physical Disabilities Pool is expected to exceed budget by +£1.842m. In February 2012 Council approved additional

funding of £0.800m from 2012/13 to move the base budget to a level to fund current clients and the needs of future clients. Based on more recent information this is insufficient to fund the current year activity and significantly increased demand. On 10 December 2012 Council approved a £1.8m virement from the Learning Disabilities Pooled Budget to offset this pressure on a one-off basis. The on-going effect of the additional activity in the Physical Disabilities Pool will be considered as part of the Service & Resource Planning Process.

19. The Council's element of the Equipment Pooled Budget is overspending by +£0.517m. This is mainly due to pressures relating to the cost of keeping people safely at home, reducing delayed transfers of care and avoiding admissions. The total overspend for the equipment pool is +£0.697m after applying £0.750m of additional funding allocated from Health to Social Care.

#### Learning Disabilities Pooled Budget

20. As set out in Annex 2 the Learning Disabilities Pooled Budget is forecast to underspend by -£2.800m. This comprises -£2.509m on the Council's element and -£0.291m on the PCT element. This underspend has arisen as the provision for additional client numbers of £1.3m in 2012/13 is not required and the cost of de-registration of the Home Farm Trust is forecast to be £0.5m less than anticipated. Furthermore, efficiency savings have been achieved earlier than expected.

21. On 10 December 2012 Council approved the use of £1.8m of this underspend to meet pressures in the Physical Disabilities Pooled Budget on a one-off basis in 2012/13 (see paragraph 18). The remaining forecast underspend is -£1m. The critical and substantial needs of all Learning Disability Service Users who have been assessed are being met from the remaining resources within the Learning Disabilities Pool.

#### **Environment & Economy (E&E)**

22. The directorate is forecasting a variation of +£0.038m.

##### EE1 Highways & Transport

23. The service is forecasting an underspend of -£0.261m. This includes an overspend of +£0.365m in Highways & Transport due to an increase in highway maintenance, vehicle maintenance and rapid incident responses and contract management costs. This overspend is offset by Public Transport contract savings of -£0.516m due to the early realisation of future planned savings. Expenditure on concessionary fares is also expected to be £0.100m less than budgeted.

##### EE2 Growth & Infrastructure

24. An overspend of +£0.095m is forecast by Growth and Infrastructure. This includes an overspend of +£0.403m for Property and Facilities relating to recent implementation of the new contract and Corporate Landlord costs. These pressures are offset by underspends on non – schools repairs and maintenance and health and safety works identified at the end of the

previous property contract. There is also an underspend of -£0.295m in Business & Skills.

25. Waste Management is continuing to forecast a breakeven position. However, tonnages for landfill & recycling remain above the budgeted levels and the proportion of waste going to landfill is also higher than budgeted. The service expects to be able to manage these pressures in 2012/13 but it may be more difficult to make the planned on-going budget reductions in future years.
26. The budget for the Landfill Allowance Trading Scheme (LATS) will not be required this year so £0.794m will be transferred to the Waste Management Reserve for future contract costs.

#### EE3 Oxfordshire Customer Services

27. An overspend of +£0.204m across Oxfordshire Customer Services includes +£0.321m relating to the partial non – achievement of the planned 2012/13 Customer Service Centre savings. This will be offset against other underspends in 2012/13. Alternative savings for future years are being addressed as part of the Service & Resource Planning Process.

#### **Chief Executive's Office (CEO)**

28. An underspend of -£0.350m is forecast. This mainly relates to staffing vacancies in Strategy and Communications.

#### **Virements and Supplementary Estimates**

29. The virements requested to date in 2012/13 include the use of Learning Disabilities Pooled Budget underspend to meet pressures in the Physical Disabilities Pooled Budget; the update of the income and expenditure budgets for the revised DSG allocation; creation of income and expenditure budgets relating to the Thriving Families Funding received from the Department for Communities and Local Government; and the transfer of budgets from Adult Social Care to Joint Commissioning as part of the restructure of the service
30. There have been no requests for supplementary estimates to date in 2012/13.

#### **Grants Monitoring**

31. As set out in Annex 3, ring-fenced grants totalling £372.550m are included in Directorate budgets and will be used for the specified purpose. The Department for Education continue to make a series of adjustments to local authority DSG following each school's conversion to academy status. The latest DSG total for the authority is £328.421m.

#### **Bad Debt Write Offs**

32. There were 212 general write offs to the end of October 2012 and these totalled £41,715. In addition Client Finance has written off 48 debts totalling £40,388.

### Strategic Measures

33. The average cash balance during September 2012 was £321.6m and the average rate of return for the month was 0.98%. The average cash balance during October 2012 was £320.4m and the average rate of return was 1.03%.

34. The budgeted return for interest receivable on balances invested internally is £2.50m for 2012/13. It is expected that this will be achieved.

### Part 2 – Balance Sheet

#### Reserves

35. As set out in the Revenue and Capital Outturn 2011/12 Overview Report, earmarked reserves held for a specified purpose to be utilised on a one – off basis totalled £117.061m as at 1 April 2012. The forecast balance at 31 March 2013 was £95.853m as at the end of October 2012. Of the forecast total £11.881m are school balances

#### Balances

36. Current balances are £16.693m. There have been no calls on balances to date in 2012/13, but adverse weather over the winter and the effect of recent floods may change this.

### Part 3 - Capital Monitoring

37. The capital monitoring position shows the forecast expenditure for 2012/13 is £49.8m (excluding schools local capital). This is a decrease of £0.2m compared to the latest approved capital programme. The table below summarises the variations by directorate.

Directorate	Last Approved Programme *	Latest Forecast Expenditure	Variation
	£m	£m	
Children, Education & Families	21.2	21.2	0.0
Social & Community Services	3.6	3.6	0.0
Environment & Economy - Transport	22.5	22.3	-0.2
Environment & Economy - Other	1.7	1.7	0.0
Chief Executive's Office	1.0	1.0	0.0
<b>Total Directorate Programmes</b>	<b>50.0</b>	<b>49.8</b>	<b>-0.2</b>
Schools Local Capital	5.1	5.1	0.0
<b>Total Capital Programme</b>	<b>55.1</b>	<b>54.9</b>	<b>-0.2</b>

\* Approved by Cabinet 16 October 2012

38. In the Transport capital programme, £0.129m has been re-profiled from 2012/13 to 2013/14 on the Kennington and Hinksey Hill Roundabouts scheme along with £0.157m on the Thames Towpath Reconstruction scheme.

**Actual & Committed Expenditure**

39. Actual capital expenditure for the year to date (excluding schools' local spend) was £14.1m at the end of October. This is 28% of the total forecast expenditure of £49.8m. Actual and committed spend is 55% of the forecast and planned work is greater in the second half of the year due to the transition period to the new property contract with Carillion Capita Symonds earlier in the year. There is a risk that the programme for 2012/13 will not be delivered if there are adverse weather conditions in the final quarter of the year.

**Conclusion**

40. The overall position on balances and reserves, and the forecast revenue underspend indicates the Council remains in a strong position and is on track to deliver the Business Strategies in future years.

Councillor Ian Hudspeth  
Leader of the Council  
January 2013



**FINANCIAL MONITORING OVERVIEW REPORT**  
**STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE - 10 January 2013**  
**Budget Monitoring**

Ref (1)	Directorate (2)	BUDGET 2012/13					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Projected Budget (Net) October 2012 £000 (10)	Actual Expenditure (Net) October 2012 £000 (11)	Variation to Budget October 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)						
<b>CEF</b>	<b>Children, Education &amp; Families</b>	563,507	2,457	-34,169	0	531,795	530,959	-836	311,775	293,039	-18,736	G
		-457,693	0	33,146	0	-424,547	-424,547	0	-248,379	-242,168	6,211	G
<b>SCS</b>	<b>Social &amp; Community Services</b>	<b>105,814</b>	<b>2,457</b>	<b>-1,023</b>	<b>0</b>	<b>107,248</b>	<b>106,412</b>	<b>-836</b>	<b>63,396</b>	<b>50,871</b>	<b>-12,525</b>	G
		259,276	1,122	-8,280	0	252,118	251,799	-319	153,015	148,735	-4,280	G
<b>EE</b>	<b>Environment &amp; Economy</b>	-39,641	0	-320	0	-39,961	-39,961	0	-29,248	-29,964	-716	G
		<b>219,635</b>	<b>1,122</b>	<b>-8,600</b>	<b>0</b>	<b>212,157</b>	<b>211,838</b>	<b>-319</b>	<b>123,767</b>	<b>118,771</b>	<b>-4,996</b>	G
<b>CEO</b>	<b>Chief Executive's Office</b>	144,307	1,899	-5,329	0	140,877	140,859	-18	91,837	83,259	-8,578	G
		-66,649	0	5,483	0	-61,166	-61,110	56	-45,317	-57,904	-12,587	G
	Less recharges to other directorates	<b>77,658</b>	<b>1,899</b>	<b>154</b>	<b>0</b>	<b>79,711</b>	<b>79,749</b>	<b>38</b>	<b>46,520</b>	<b>25,355</b>	<b>-21,165</b>	G
		16,360	508	10,779	0	27,647	27,297	-350	17,995	17,980	-15	G
		-7,966	0	-1,280	0	-9,246	-9,246	0	-7,241	-8,389	-1,148	G
		<b>8,394</b>	<b>508</b>	<b>9,499</b>	<b>0</b>	<b>18,401</b>	<b>18,051</b>	<b>-350</b>	<b>10,754</b>	<b>9,591</b>	<b>-1,163</b>	G
	<b>Directorate Expenditure Total</b>	<b>934,372</b>	<b>5,986</b>	<b>-36,999</b>	<b>0</b>	<b>903,359</b>	<b>901,836</b>	<b>-1,523</b>	<b>574,621</b>	<b>543,013</b>	<b>-31,608</b>	G
	<b>Directorate Income Total</b>	<b>-522,871</b>	<b>0</b>	<b>37,029</b>	<b>0</b>	<b>-485,842</b>	<b>-485,786</b>	<b>56</b>	<b>-330,185</b>	<b>-338,425</b>	<b>-8,240</b>	G
	<b>Directorate Total Net</b>	<b>411,501</b>	<b>5,986</b>	<b>30</b>	<b>0</b>	<b>417,517</b>	<b>416,050</b>	<b>-1,467</b>	<b>244,436</b>	<b>204,588</b>	<b>-39,849</b>	G

**FINANCIAL MONITORING OVERVIEW REPORT**  
**STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE - 10 January 2013**  
**Budget Monitoring**

Ref (1)	Directorate (2)	BUDGET 2012/13					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Projected Budget (Net) October 2012 £000 (10)	Actual Expenditure (Net) October 2012 £000 (11)	Variation to Budget October 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)						
	Contributions to (+)/from (-)reserves	8,366	-5,986			2,380	5,145	2,765				
	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	0				
	<b>Strategic Measures Budget</b>	<b>45,319</b>	<b>-5,986</b>	<b>0</b>	<b>0</b>	<b>39,333</b>	<b>42,098</b>	<b>2,765</b>				
	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	-3,491	-1,298				
	Business rates	-113,119				-113,119	-113,119	0				
	<b>Council Tax Requirement</b>	<b>284,525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>284,525</b>	<b>284,525</b>	<b>0</b>				

**FINANCIAL MONITORING OVERVIEW REPORT**  
**STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE - 10 January 2013**

**Pooled Budgets**

**Older People, Physical Disabilities and Equipment Pool**

Original Budget	Latest Budget		Forecast Variance October 2012
£m	£m		£m
		<b>Council Elements</b>	
49.644	53.703	<b>Older People</b>	+2.174
26.968	28.852	Care Homes	-1.819
		Community Support Purchasing Budget	+0.000
		Transfer underspend to reserves	
<b>76.612</b>	<b>82.555</b>	<b>Total Older People</b>	<b>0.355</b>
		<b>Physical Disabilities</b>	
2.622	2.998	Care Homes	+0.154
6.158	5.922	Community Support Purchasing Budget	+1.688
<b>8.780</b>	<b>8.920</b>	<b>Total Physical Disabilities</b>	<b>+1.842</b>
0.886	1.112	<b>Equipment</b>	+0.517
<b>86.278</b>	<b>92.587</b>	<b>Total Council Elements</b>	<b>+2.714</b>
		<b>PCT Elements</b>	
24.549	24.458	Older People	+3.206
6.331	6.625	Physical Disabilities	+0.131
0.308	0.832	Equipment	+0.180
<b>31.188</b>	<b>31.915</b>	<b>Total PCT Elements</b>	<b>+3.517</b>
<b>117.466</b>	<b>124.502</b>	<b>Total Older People, Physical Disabilities and Equipment Pool</b>	<b>+6.231</b>

Learning Disabilities Pool

Original Budget £m	Latest Budget £m		Forecast Variance October 2012 £m
		<b>Council Elements</b>	
50.78	49.665	Personal Budgets	-2.512
16.050	16.828	Other Services	+0.003
<b>66.830</b>	<b>66.493</b>	<b>Total Council Elements</b>	<b>-2.509</b>
12.346	12.424	<b>Total PCT Elements</b>	-0.291
<b>79.176</b>	<b>78.917</b>	<b>Total Learning Disabilities Pool</b>	<b>-2.800</b>

**FINANCIAL MONITORING OVERVIEW REPORT**  
**STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE - 10 JANUARY 2013**

**Ringfenced Government Grants - 2012/13**

Directorate	Budget Book £m	In year Adjustments / New Allocations reported £m	Latest Allocation £m
<u>Children, Education &amp; Families</u>			
<b>Ringfenced Grants</b>			
Additional Grant for Schools	0.000	0.175	0.175
Adoption Improvement Grant (DfE)	0.000	0.059	0.059
Asylum UASC Fieldwork (reimbursement from Home Office)	1.243	-0.168	1.075
Dedicated Schools Grant 2012/13 Allocation	379.789	-51.368	328.421
Intensive Interventions Programme (DfE)	0.195	0.005	0.200
Mathematics Specialist Teacher (MaST)	0.000	0.027	0.027
Music	0.704	0.027	0.731
National Citizen Service	0.000	0.184	0.184
Pupil Premium	8.689	-1.352	7.337
Pupil Premium - Summer School Grant	0.000	0.114	0.114
Education Funding Agency – Sixth Form Funding	27.608	0.000	27.608
Education Funding Agency – SEN	0.491	0.000	0.491
Youth Justice Board	0.924	-0.051	0.873
Thriving Families - Co-ordinator funding	0.000	0.100	0.100
Thriving Families - Attachment Fee	0.000	0.842	0.842
<b>Total Children, Education &amp; Families</b>	<b>419.643</b>	<b>-51.406</b>	<b>368.237</b>
<u>Environment &amp; Economy</u>			
Natural England	0.229		0.229
Skills Funding Agency - Adult Education	3.820		3.82
Education Funding Agency (Formerly the YPLA)		0.264	0.264
<b>Total Environment &amp; Economy</b>	<b>4.049</b>	<b>0.264</b>	<b>4.313</b>
<b>Total</b>	<b>423.692</b>	<b>-42.406</b>	<b>372.550</b>

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