

These notes indicate the decisions taken at this meeting and the officers responsible for taking the agreed action. For background documentation please refer to the agenda and supporting papers available on the Council's web site ([www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk).)

The decisions take effect at the time and date specified, unless before that time written notice is given in accordance with the Council's Scrutiny Procedure Rules requiring the decision to be called in for review by the relevant Scrutiny Committee.

If you have a query please contact Sue Whitehead (Tel: (01865) 810262; E-Mail: [sue.whitehead@oxfordshire.gov.uk](mailto:sue.whitehead@oxfordshire.gov.uk))

### **CABINET - TUESDAY, 23 JUNE 2015**

<i>List published 24 June 2015 Decisions will (unless called in) become effective at 5.00pm on 1 July 2015</i>		
<i>RECOMMENDATIONS CONSIDERED</i>	<i>DECISIONS</i>	<i>ACTION</i>
<b>1. Apologies for Absence</b>	Councillor Carter and Councillor Hibbert Biles	HLC (A. Newman)
<b>2. Declarations of Interest</b>	None	HLC (A. Newman)
<b>3. Minutes</b>  To approve the minutes of the meeting held on 26 May 2015 and to receive information arising from them.	Agreed and signed	
<b>4. Questions from County Councillors</b>	See attached annex.	
<b>5. Petitions and Public Address</b>	Item 6* – Councillor Fooks  Item 7 – Councillor Hards,  * Councillors Brighouse and Webber together with Councillors Godden, Gray, and Gill Sanders, as members of the Early Intervention Cabinet Advisory Group were invited to the table during discussion of this item.	
<b>6. Recommendations of the Early Intervention Cabinet Advisory Group (CAG)</b>  <i>Cabinet Member: Children, Education &amp; Families</i>		

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<p><i>Forward Plan Ref: 2015/2022</i>  <i>Contact: Lucy Butler, Deputy Director for Children's Social Care Tel: (01865) 815165</i></p> <p>It is RECOMMENDED that Cabinet consults with potential partners on the proposals set out below:</p> <p>a. The current service needs to be streamlined and refocused to respond to (i) financial pressures to achieve savings of £6m by 2017/18; (ii) increases in demand for statutory services.</p> <p>b. A robust and sustainable service should be developed that delivers an integrated response to families' needs and focus on the prevention of the escalation of need.</p> <p>c. One coherent 0-19 years' service be created rather than continuing with an early intervention service divided by age groups. This allows for better joined up working and use of limited resources.</p> <p>d. Location of services and funding should be determined based on need as defined by Index of Multiple Deprivation, Children on Protection Plans, Children in Need and percentage under 5 (2015-20). See Annex 1 for draft summary of the needs analysis providing detailed information on the data.</p> <p>e. In addition to centres being located on the basis of need considerations of access and geographical spread of centres is critical given the rural nature of the county. The existing locality model should be used as a basis for future service design.</p>	<p>Recommendation agreed.</p>	<p>DCS (L. Butler)</p>

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<p>f. Children &amp; Family Resource Centres be developed in line with County Council localities. Locality based centres targeted to those areas of greatest need will be developed and combined with outreach services so as to allow for a good geographical spread of resources. Locality modelling which is based on natural communities means limited resources can be allocated on a needs basis at a local level. Locality modelling is a robust model which can be flexible to meet changes in need and population. It also allows for local communities/groups and parishes to play a part in service delivery.</p> <p>g. Early intervention services must not be duplicated. Close working is required with partners, especially schools and Public Health to ensure an effective service.</p> <p>h. Outreach of early intervention work from main service centres should be a means to ensure service provision in both urban and rural areas.</p> <p>i. Early intervention services need to focus on providing evidence based prevention work in particular to prevent children's needs escalating and requiring statutory interventions as well as providing targeted family support. This means that some other services perhaps traditionally associated with children's centres and early intervention cannot continue under county council funding streams for example stay and play sessions.</p> <p>j. Maintaining services through the current network of centres is not sustainable and alternative options for these buildings should be sought.</p>		

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<p>Discussions are required with communities about the future of buildings and services in their area.</p> <p>k. The voluntary and community sector provision of early intervention services in Oxfordshire is thriving. Communities should be supported by the council, including being given the opportunity to access funding to develop alternative models of service delivery. As a strong signal of commitment to alternative models community funding should be made available for communities to bid for.</p> <p>l. Detailed proposals for the future delivery of early intervention services be drawn up for public consultation and communication undertaken at the earliest stage to involve stakeholders, including schools, district councils, town and parish councils, public health and the voluntary and community sector.</p> <p>m. Given the current indications from Government, that there is likely to be extensive reductions in available resource, we recognise that reductions in the service, beyond the £6m, will be needed.</p>		
<p><b>7. Provisional 2014/15 Revenue and Capital Outturn</b></p> <p><i>Cabinet Member: Finance</i>  <i>Forward Plan Ref: 2015/001</i>  <i>Contact: Stephanie Skivington, Corporate Finance Manager Tel: (01865) 323995</i></p> <p>The Cabinet is RECOMMENDED:</p> <p>(a) in respect of the 2014/15 outturn to:</p> <p style="padding-left: 20px;">i. note the provisional revenue</p>	<p>Recommendations agreed.</p>	<p>CFO (S. Skivington)</p>

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<p>and capital outturn for 2014/15 along with the year end position on balances and reserves as set out in the report;</p> <p>ii. approve the carry-forwards and virements as set out in Annex 2a;</p> <p>iii. recommend Council to approve the virements greater than £1.0m for Children, Education &amp; Families, Social &amp; Community Services, Chief Executive's Office, and Environment &amp; Economy Directorates as set out in Annex 2a;</p> <p>iv. agree that the surplus on the On-Street Parking Account at the end of the 2014/15 financial year, so far as not applied to particular eligible purposes in accordance with Section 55(4) of the Road Traffic Regulation Act 1984, be carried forward in the account to the 2015/16 financial year;</p> <p>v. Agree the use of £0.825m one off funding from Children, Education &amp; Families reserves to offset the overspend within Children's Social Care;</p> <p>(b) in respect of the 2015/16 revenue budget and Capital Programme to:</p> <p>i. approve the virements for 2015/16 as set out in Annex 7;</p> <p>ii. recommend Council to approve supplementary estimates of £2.0m to the Efficiency Reserve and £2.7m to the Budget</p>		

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<p>Reserve as set out in paragraph 90.</p> <p>iii. Approve the entry into the capital programme of the Riverside routes to Oxford city centre cycling scheme with a total budget of £3.667m and release of £0.336m project development budget to proceed with feasibility and preliminary design works.</p> <p>iv. Approve the increase in budget of the Cutteslowe roundabout scheme by £1.077m to £5.177m and the increase in budget of the Wolvercote roundabout scheme by £0.538m to £5.632m and to contractually commit to construction of both schemes;</p> <p>v. Approve the increase in the Universal Infant Free School Meals Programme by £2.053m to £4.046m.</p>		
<p><b>8. Novation of Health Visitor Contract</b></p> <p><i>Cabinet Member:</i> Public Health &amp; the Voluntary Sector  <i>Forward Plan Ref:</i> 2015/040  <i>Contact:</i> Val Messenger, Deputy Director of Public Health Tel: (01865) 328660/Clare Dodwell, Health Improvement Principal Tel: (01865) 815162</p> <p>Cabinet is RECOMMENDED to ratify the approach being taken to novate the Health Visiting contract in line with the transfer of commissioning responsibility for 0-5 public health services to local authorities from the 1st October 2015.</p>	<p>Recommendation agreed.</p>	<p>DPH (V. Messenger)</p>

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<p><b>9. Appointments 2015/16</b></p> <p><i>Cabinet Member: Leader</i>  <i>Forward Plan Ref: 2015/041</i>  <i>Contact: Sue Whitehead, Principal Committee Officer Tel: (01865) 810262</i></p> <p>The Cabinet is RECOMMENDED to agree the appointments as set out in the Annex to this report, subject to any changes reported in any amended schedule and at the meeting.</p>	<p>Recommendations agreed with the following appointments to existing vacancies:</p> <p>Adoption &amp; Permanency Panel – Councillor Mills</p> <p>Fostering Panel – Councillor Gill Sanders</p> <p>Oxfordshire Association of Local Councils – Councillor Nimmo Smith</p>	<p>SW</p>
<p><b>10. Forward Plan and Future Business</b></p> <p><i>Cabinet Member: All</i>  <i>Contact Officer: Sue Whitehead, Committee Services Manager (01865 810262)</i></p> <p>The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.</p>	<p>Noted.</p>	

Question received from the following Members:

**1. From Councillor Howson to Councillor Tilley**

"What are the consequences for Oxfordshire of the letter from Lord Nash, the PUS at the DfE taking away the responsibility of the local authority to help choose sponsors for new schools from 1st July 2015?"

**Answer**

"Up until now decisions about sponsors for underperforming schools have, ultimately, been taken by the Secretary of State acting on the advice of 'brokers' who have worked with Council officers to identify the most appropriate sponsor to tackle the underlying issues and to support long term sustained improvements. Delegating the decision making to the Regional Schools Commissioner who will, over time, develop an understanding of the 'education landscape' of Oxfordshire, strikes me as much more sensible than a remote Secretary of State, or PUS, making the decision. Officers will be meeting with the Regional Schools Commissioner next week and Lord Nash's letter will be on the agenda. I hope that we can build upon our already positive working relationship with him and I am confident that he will wish to call upon officers' local knowledge and expertise in order to make the best possible decisions about which organisations are best placed to sponsor Oxfordshire schools in need of support."

Supplementary: Councillor Tilley responding to a further question from Councillor Howson replied that no, she was unable to give an assurance that the Regional Schools Commissioner will take decisions based on the suggestions of council officers.

**2. From Councillor Godden to Councillor Carter**

"The message below was received from Botley School on 1 June. My question is not What has happened since then, but How did this happen in the first place, and what measures are we taking to improve performance and communication?"

"The building work has been delayed unfortunately, as it should have been finished by now. The initial delay was due to the steel structure (to support the new reception classroom) being built to incorrect measurements which caused a 12 week delay. There was supposed to be a meeting with Carillion staff to complete a snagging list on 20th May, but this was cancelled as the build wasn't sufficiently advanced for that meeting to happen. I have not had a response from Carillion with an update, since my last meeting with them on 20th April."

**Answer**

The last progress meeting with Botley School was held by the Project Manager on the 18<sup>th</sup> of June, as part of regular formal monthly progress meetings, in addition to weekly site meetings which are held between the construction lead and the School site representative, during this meeting the practical completion date was communicated to the school as being the 15<sup>th</sup> of July, the team also agreed that a snagging session would be completed on the 25<sup>th</sup> of June, with the school invited, with a view to have all outstanding snagging items cleared by the practical completion date.



The delays during construction have been approximately 6 months, attributable to the following reasons.

- 6-8 weeks for an unidentified Gas Main which required re-routing before commencement of work. This was not present on any existing service drawings was not picked up during ground surveys
- 12 week delay due to inaccuracies in the steel frame when delivered, which required the Frame to be re worked. This was a subcontracted package of works, the reworking of which did not financially cost Oxfordshire, however there is recognition of the disruption to the school by being on site longer than anticipated.
- There have been another 4 weeks or so of minor delays which have contributed to this delay.

All of the delays have been communicated with the school and have been verified by Oxfordshire's Employers Agent and have been managed to their conclusion in the context of the contracts that were agreed at the outset of the project. These delays have materially not affected the cost of the project to Oxfordshire, however final accounts are still to be established.

In order to mitigate these types of delay's in the future the Properties & Facilities Department and Carillion are currently redefining the requirements, outputs and processes needed during the design phase of projects as the length of time it has taken for some jobs to progress through this process has been longer than originally scheduled and has put subsequent pressure on the construction periods. In addition to this all School Projects will be targeted for completion 8 weeks prior to when the Asset is required for use, which will allow some time for unforeseen events to be addressed should they occur, prior to their required need.

### **3. From Councillor Fooks to Councillor Carter**

"Both the primary schools in my division of Wolvercote and Summertown have suffered from delays to building work being carried out at the schools. Will the Cabinet member tell me how he will ensure that such delays do not happen in future, as it is immensely disruptive to the education of the children in the school?"

#### **Answer**

"There has already been a major overhaul of personnel who are working on the professional services and construction teams within the Property and Facilities contract, some of the current issues we face are as a result of work that had been progressed prior to this overhaul, given that most building projects are several years from inception to delivery the time lag is a critical factor that has to be taken into account.

Coupled with the changes to the professional services and construction teams, the Properties & Facilities Department and Carillion are currently redefining the requirements, outputs and processes needed during the design phase of projects as the length of time it has taken for some projects to progress through this early part of the process has been longer than originally scheduled and has put subsequent pressure on the construction periods. As part of the review

of our processes all School projects will be targeted for completion 8 weeks prior to when the Asset is required for use, which will allow some time for unforeseen events to be addressed should they occur, prior to their required need. To further improve efficiency, Carillon are introducing Standardised Design processes and alternative construction routes (such as Modular Buildings) to reduce overall project durations.

In addition to this the OCC Corporate Landlord Function (Contract Performance Management) will be ensuring that a robust Project closure process is in place to capture lessons learned and ensure that these are incorporated into future projects.

Specifically regarding the project at Wolvercote, the time taken in design meant that there was little or no time to absorb delays due to unforeseen events, in this case an ancient well was discovered during the excavation of the foundations for the new building, upon this discovery works were halted for Archaeological investigation to take place in order to establish whether anything of significance was found. As part of this work a Roman Brooch was found and is currently with the Archaeological team in OCC.

With regards to Cutteslowe the other school in this area which has had works completed recently, these were practically completed in time for September 2014, however the snagging at this site took an unacceptably long time to complete. The process for this has been addressed and is now part of pre completion works, prior to handover, there have also been several other works which have continued into this Academic year, these were either not in the original scope or were late variations to the design as a result of the school not being happy with the agreed final design once it was observed when finished. There have also been some on-going work with the school to close out issues affecting previous phases of work from the past.”

Supplementary: Councillor Fooks requested that local members be kept informed.