



**To: Members of the Cabinet**

## ***Notice of a Meeting of the Cabinet***

**Tuesday, 26 February 2013 at 2.00 pm**

**County Hall, Oxford, OX1 1ND**

*Joanna Simons*

Joanna Simons  
Chief Executive

February 2013

**Contact Officer: Sue Whitehead**

**Tel: (01865) 810262; E-Mail: [sue.whitehead@oxfordshire.gov.uk](mailto:sue.whitehead@oxfordshire.gov.uk)**

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

*The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 6 March 2013 unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.*

*Date of next meeting: 19 March 2013*

## 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.

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

# AGENDA

## 1. Apologies for Absence

## 2. Declarations of Interest

- guidance note opposite

## 3. Minutes (Pages 1 - 16)

To approve the minutes of the meeting held on 29 January 2013 (**CA3**) and to receive information arising from them.

## 4. Questions from County Councillors

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

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

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

## 5. Petitions and Public Address

## 6. Proposal to Alter the Lower Age Range at Three Oxfordshire Primary Schools (Pages 17 - 28)

*Cabinet Member:* Education

*Forward Plan Ref:* 2012/156

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

Report by Director for Children's Services (**CA6**).

The proposal was initially to alter the lower age range of 3 Oxfordshire primary schools:

Five Acres Primary School, John Hampden Primary School and West Kidlington Primary School. The Governing Body of West Kidlington Primary School decided to withdraw from the proposal to give thought to potential other options.

The alteration to the age range for both Five Acres Primary School and John Hampden Primary School would enable both to admit 3 year olds onto the school roll, thus creating Nursery classes. In both cases, the Governing Body and the Headteacher already run associated maintained Nursery Schools, and these would effectively be "taken over" by the schools and technically closed as separate establishments.

This change would be administrative in nature only and it is unlikely that parents, children or staff would notice any difference in practical terms. The proposal aims to enable the schools to become more efficient, managing a single budget rather than two separate budgets for Nursery and Primary schools, where there is now no advantage in doing so.

***The Cabinet is RECOMMENDED to:***

- (a) approve the publication of linked statutory notices for closure of Five Acres Nursery School and for the extension of age range at Five Acres Primary School to 3-11; and***
- (b) approve the publication of linked statutory notices for closure of John Hampden Nursery School and for the extension of age range at John Hampden Primary School to 3-11.***

## **7. 2012/13 Financial Monitoring & Business Strategy Delivery Report - December 2012 (Pages 29 - 70)**

*Cabinet Member:* Leader

*Forward Plan Ref:* 2012/127

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

Report by Assistant Chief Executive & Chief Finance Officer (**CA7**).

This report focuses on the delivery of the Directorate Business Strategies which were agreed as part of the Service and Resource Planning Process for 2012/13 – 2016/17. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of December 2012. Capital monitoring is included at Part 3. Fees and Charges are included in Part 4.

***The Cabinet is RECOMMENDED to:***

- (a) note the report;***
- (b) approve the virement requests over £0.250m set out in Annex 2a;***
- (c) approve the charges for Heritage Service and Oxfordshire Customer Services as set out in paragraph 41 and Annex 9;***
- (d) note the Treasury Management lending list at Annex 7;***



## **8. Community Risk Management Planning Strategy (CRMPS) 2013-2018 & Community Risk Management Action Plan (CRMP) 2013-2014** (Pages 71 - 134)

*Cabinet Member:* Safer & Stronger Communities

*Forward Plan Ref:* 2012/073

*Contact:* Nathan Travis, Assistant Chief Fire Officer Tel: (01865) 855206

Report by Assistant Chief Fire Officer (**CA8**).

The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions. The latest (2012) Framework requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP) covering a minimum period of three years which should be appropriately consulted upon.

In order to improve accessibility and public understanding, OFRS has titled its IRMP as a Community Risk Management Plan (CRMP) - highlighting its aim to manage and mitigate the overlapping risks facing the local communities in Oxfordshire. This strategic five-year CRMP has undergone a 3-month public consultation process and is ready for final approval and publication. At the same time, the 2013-14 CRMP action plan (detailing specific projects related to the strategic analysis work) was also consulted upon and is ready for publication.

This report summarises the consultation approach taken by OFRS and any key commentary and subsequent changes to the plans.

It should be noted that the consultation finished on 1<sup>st</sup> February 2013 - close to the submission date for this report (8<sup>th</sup> February 2013), so any significant consultation commentary that has not been able to be responded to and/or incorporated in to the final documents (including the feedback from the Safer & Stronger Scrutiny Committee on 18<sup>th</sup> February) will be provided as a verbal update, along with any additional proposed changes to the two plans.

Both draft plans have already been submitted to the Cabinet member for Safer & Stronger Communities (October 2012) and Safer & Stronger Scrutiny Committee (November 2012 and February 2013).

***The Cabinet is RECOMMENDED to agree that the documents be adopted as the final versions of the Strategic 2013-2018 CRMP and 2013-2014 CRMP Action Plan.***

## **9. Oxford City Draft Charging Levy (Community Infrastructure Levy (CIL)) Consultation Response** (Pages 135 - 142)

*Cabinet Member:* Growth & Infrastructure

*Forward Plan Ref:* 2012/122

*Contact:* Roy Newton, Service Manager – Infrastructure Planning Tel: (01865) 815647

Report by Deputy Director for Environment & Economy – Strategy & Infrastructure

Planning (**CA9**).

This report sets out the County Council's proposed response to the Oxford Draft Community Infrastructure Levy Schedule. The levy will contribute funding to key infrastructure within the city and its introduction will mark a change in the ability to apply Section 106 planning obligations, to new development, within the City

The County Council has worked with Oxford City Council to inform the development of the Community Infrastructure Schedule. It will continue to work with the City Council as the policy moves toward adoption and the mechanisms for delivery of infrastructure through CIL funding is developed further.

***It is RECOMMENDED that the Cabinet approve the County Council's response to the Oxford Draft Community Infrastructure Levy Schedule as set out in this report***

## **10. The Council's Role as Accountable Body for Oxfordshire Local Enterprise Partnership - Growing Places Fund Memorandum of Understanding (Pages 143 - 164)**

*Cabinet Member: Leader*

*Forward Plan Ref: 2013/006*

*Contact: Richard Byard, Service Manager – Economy & Skills Tel: (01865) 810812*

Report by Deputy Director for Environment & Economy – Strategy & Infrastructure Planning (**CA10**).

Oxfordshire Local Enterprise Partnership was established in 2011 with the aim of creating private sector jobs and removing barriers to business growth.

It is a partnership between the business community and local government that operates as an unincorporated association. The governance structure comprises an Executive Board, Programme Sub-groups and the Forum. The Executive Board is responsible for preparing an annual business plan on behalf of the Partnership and for ensuring that its agreed priorities are taken forward.

Local Enterprise Partnerships are the Government's mechanism for the distribution of Growing Places Funds which are issued pursuant to section 31 of the Local Government Act 2003 and therefore can only be paid to a local authority nominated to act as accountable body. The County Council has agreed to act as accountable body in respect of Growing Places Fund allocation on behalf of Oxfordshire Local Enterprise Partnership.

It is anticipated that Oxfordshire Local Enterprise Partnership will receive additional funding streams from government in the future.

***Cabinet is RECOMMENDED to:***

- (a) approve the Memorandum of Understanding with the Oxfordshire Local Enterprise Partnership in relation to the Council's role as accountable body for the allocation and distribution of government funds allocated***

*to/via Oxfordshire Local Enterprise Partnership; and*

- (b) authorise the Chief Finance Officer to approve loan applications recommended by the Executive Board of the Oxfordshire Local Enterprise Partnership and to enter into appropriate legal agreements on behalf of Council with the recipients of the grant funding once they are approved by the Enterprise Partnership Executive Board.*

## **11. Future Devolved Governance Local Transport Board - Consultation Feedback (Pages 165 - 168)**

*Cabinet Member:* Deputy Leader

*Forward Plan Ref:* 2012/197

*Contact:* Tom Flanagan, Planning & Transport Policy Service Manager Tel: (01865) 815691

Report by Deputy Director for Environment & Economy – Strategy & Infrastructure Planning (**CA11**).

The purpose of this paper is to provide Cabinet with the details of the consultation responses from partner organisations to the proposal to establish a Local Transport Board in accordance with the draft Assurance Framework approved at Cabinet on 29 January. Cabinet is asked to consider the responses and any consequent amendments required to the governance and working arrangements in order that the Assurance Framework can be confirmed prior to the deadline set by the Department of Transport of the end of February.

**Cabinet is RECOMMENDED to approve the following:**

- (a) That the consultation responses from partner agencies are noted.*
- (b) That the request from Oxfordshire LEP for two representatives on the Local Transport Board is approved and the Draft Assurance Framework is amended accordingly.*
- (c) That the Director of Environment & Economy be authorised to develop the Scheme Prioritisation Process and progress the Assurance Framework to completion for submission to the Department of Transport in accordance with their timetable in consultation with the Section 151 and Monitoring Officer.*

## **12. Staffing Report - Quarter 3 (Pages 169 - 172)**

*Cabinet Member:* Deputy Leader

*Forward Plan Ref:* 2012/128

*Contact:* Sue Corrigan, Strategic HR Manager Tel: (01865) 810280

Report by Head of Human Resources (**CA12**).

This report gives an update on staffing numbers and related activity during the period 1

October 2012 to 31 December 2012. It gives details of the agreed staffing numbers and establishment at 31 December 2012 in terms of Full Time Equivalents. These are also shown by directorate in Appendix 1. In addition, the report provides information on vacancies and the cost of posts being covered by agency staff.

The report also tracks progress on staffing numbers since 1 April 2010 as we implement our Business Strategy.

***The Cabinet is RECOMMENDED to:***

***(a) note the report;***

***(b) confirm that the Staffing Report meets the Cabinet's requirements in reporting and managing staffing numbers.***

### **13. Forward Plan and Future Business (Pages 173 - 176)**

*Cabinet Member: All*

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

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA13**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

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

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

### **EXEMPT ITEM**

#### **Item 14**

**It is RECOMMENDED that the public be excluded for the duration of item 14 in the Agenda since it is likely that if they were present during that item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified in relation to the item in the Agenda and since it is considered that, in all the circumstances of each case, the public interest in exemption outweighs the public interest in disclosing the information.**

**THE REPORT AND ANNEXES TO THE ITEM HAVE NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.**

**THIS IS FOR REASONS OF COMMERCIAL SENSITIVITY AND THE FINANCIAL RISK TO THE COUNCIL IF THE CONTENTS ARE DISCLOSED.**

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

#### **14. Cherwell District Council - Property Asset Transactions (Pages 177 - 186)**

*Cabinet Member:* Police & Policies

*Forward Plan Ref:* 2012/142

*Contact:* Martin Tugwell, Deputy Director for Environment & Economy – Strategy & Infrastructure Tel: (01865) 815113

Report by Deputy Director for Environment & Economy – Strategy & Infrastructure **(CA14)**.

*The information contained in the report and annexes is exempt in that it falls within the following prescribed category:*

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

*It is considered that in this case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that such disclosure would distort the proper process of free negotiations between the authority with another party for the purposes described and would prejudice the position of the authority in those negotiations and other negotiations of a similar nature in future.*

The report seeks approval for the sale of eight County Council owned properties to Cherwell District Council. The properties would be sold below market value because Cherwell District Council is providing the County Council nomination rights in perpetuity for 22 supported housing units: the revenue savings arising from this arrangement offsetting the shortfall in capital receipts.

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## CABINET

**MINUTES** of the meeting held on Tuesday, 29 January 2013 commencing at 2.00 pm and finishing at 4.10 pm.

### Present:

**Voting Members:** Councillor Ian Hudspeth – in the Chair  
Councillor Rodney Rose  
Councillor Arash Fatemian  
Councillor Nick Carter  
Councillor Louise Chapman  
Councillor Melinda Tilley  
Councillor Hilary Hibbert-Biles  
Councillor Mrs J. Heathcoat  
Councillor Kieron Mallon

**Other Members in Attendance:** Councillor Zoe Patrick, (Agenda Item 6)  
Councillor Alan Armitage, (Agenda Item 8)  
Councillor Jenny Hannaby, (Agenda Items 10 and 11)

### Officers:

Whole of meeting Joanna Simons (Chief Executive)

### Part of Meeting Item

Item	Name
6	John Courouble, Corporate Policy Manager
7	Sue Scane, Assistant Chief Executive & Chief Finance Officer; Lorna Baxter, Deputy Chief Finance Officer
8	Huw Jones, Director for Environment & Economy; Tom Flanagan (Planning & Transport Policy)
9	Huw Jones, Director for Environment & Economy; Tom Flanagan (Planning & Transport Policy)
10	John Jackson, Director for Social & Community Services; Sara Livadeas, Deputy Director Joint Commissioning
11	Lucy Butler, Deputy Director, Adult Social Care
12	Alexandra Bailey, Research & Major Programmes Unit Manager
15	Sue Scane, Assistant Chief Executive & Chief Finance Officer; John Jackson, Director for Social & Community Services; Sara Livadeas, Deputy Director Joint Commissioning; Simon Kearey, Programme Manager

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

## **1/13 MINUTES**

(Agenda Item. 3)

## **2/13 QUESTIONS FROM COUNTY COUNCILLORS**

(Agenda Item. 4)

Councillor Jean Fooks had given notice of the following question to Councillor Rodney Rose:

“The addenda to Cabinet on Dec 18<sup>th</sup> listed key announcements in the Chancellor’s Autumn Statement. Under capital investment, paragraph 18 mentioned an extra £1bn funding for the road programme and £42m for cycling infrastructure. There is also the Community Linking places fund and money for Improving Cycle Safety at junctions.

I should very much like to know what bids for cycling projects the County Council has made to these funds – which projects were successful and which might be on the long list for which extra money was announced on November 28<sup>th</sup> 2012?

Please can you give me the details?”

Councillor Rose replied:

“We have bid to the DfT Cycle Safety Fund for a scheme in the Wotton Road area of Abingdon, one of the main objectives being the need to reduce casualties at this location. The scheme value is just over £300,000. At present, there are no further bids planned for purely cycling schemes, as we are focusing resources on securing investment for larger infrastructure projects, for example from the national pinch-points funding programme.

The extra £1bn that was announced in the Autumn Statement was mostly allocated to a small number of large national trunk road schemes (none of which are in Oxfordshire or neighbouring areas), but some of it is funding the Local Pinch Point Fund, for which we are preparing a bid for converting Milton Interchange into a “hamburger” design.

Although “extra” funds were allocated for cycling infrastructure in the statement part of this appears to be through additional funding being made for the Local Sustainable Transport Fund and part through making funding available to match fund private initiatives to which the County Council is not eligible to bid.”

Supplementary: Councillor Jean Fooks found the answer disappointing and asked whether it was not thought a good idea to apply for all possible funding from central government to give greater priority to cycle safety. Councillor Rose replied that they were applying for all possible funding but with the proviso that it did not affect the effectiveness of the highway network for all users. Careful consideration was also needed where funding required match funding.



Councillor John Goddard had given notice of the following question to Councillor Rodney Rose:

“Today’s papers for Cabinet rightly give prominence to transport policy and improvements but there is an ominous silence on the A40 between Witney and Oxford, the previously mentioned link between the A40 and the A44 just west of the Wolvercote roundabout and the consequent reduction of overload on that dangerous and accident-prone roundabout.

Will the Cabinet member explain what priority he will give to obtaining funding for this link and its early implementation as an essential part of any strategic plan for transport improvement in the county?”

Councillor Rose replied:

“The problems on the A40 west of Oxford and as it passes through North Oxford are recognised as among the most serious transport problems that we need to deal with in order to unlock the potential of the Oxfordshire economy and protect the county’s environment. However the solutions to these problems are going to be extremely expensive and the opportunities to bid for funding to solve them are likely to be scarce. The A40-A44 link has been included as part of the county’s City Deal bid and we will continue to look for appropriate means to fund these schemes. In the meantime, as part of the review of the Local Transport Plan planned for this year our intention is to produce a document which centres on a clear, justified, costed and prioritised picture of the infrastructure needs of the county which will place us in a better place to take advantage of future funding opportunities.”

Supplementary: Councillor Goddard expressed thanks that the seriousness of the problem was recognised and asked whether in view of that whether Councillor Rose would give it priority in the forthcoming review to ensure it was carried out in his time in office. Councillor Rose replied that there could be no guarantees but that he was doing what he could and it was high on the list of priorities.

Councillor Roz Smith had given notice of the following question to Councillor Rodney Rose:

“As you know London Road, Headington, is the major approach road into Oxford City from London and experiences a very high volume of traffic. The road surface is in an appalling state and drainage problems are experienced during heavy rain. Could the cabinet member consider bringing forward plans to alleviate the drainage problems and improvements to the road surface from the centre of Headington upto the Green Road roundabout?”

Councillor Rose replied:

“A scheme is planned for London Road, Headington for 2014/15. This is a combination scheme whereby Improvement to bus lane widening (from the Policy & Strategy Unit) and carriageway resurfacing (Asset Management) will

take place. Both teams have been liaising to find the optimum time to carry out the works and some temporary patching has been necessary pending the official start date that seeks to minimise disruption by combining the two elements of work.

The current programme anticipates that utility diversion works will commence in January 2014 and the bus lane widening and full-depth reconstruction works will follow in April 2014. It is not possible to bring this forward from the date due to the need to liaise with the utility companies and complexities involved with a combined delivery which is satisfying two differing needs."

Supplementary: Councillor Smith was disappointed in the answer and added that buses were avoiding the bus lane as it was crumbling. The surface drainage in the completed section was poor and had yet to be put right. She invited Councillor Rose to undertake a site visit with her and asked whether he would consider bringing forward remedial work to the completed section. Councillor Rose indicated that he would consider the request.

Councillor Susanna Pressel had given notice of the following question to Councillor Rodney Rose:

"Highway maintenance -- Please can you tell me how you can possibly justify dividing the money available for day-to-day highway maintenance equally between the five districts? Surely the money should be allocated according to *need*? We must look at the *number* of buses, pedestrians, cars, cyclists and other road and pavement users, since this dictates the level of wear and tear. Some of the roads and pavements in my division (and of course elsewhere in the City) are in a disgraceful state, especially some sections of the most heavily used bus lanes. Will you please stop being so blatantly unfair in your allocation of the available budget?"

Councillor Rose replied:

"The County allocates the day-to-day highways maintenance money for the classified network (A, B & C roads) based on road length within the county. The unclassified road network (all other adopted roads) forms approximately 5.5% of the county's total road network (based on roads length) which receives an allocation based on this fact. The City Council chooses to undertake the Section 42 responsibilities and 6% (5.5% rounded up for the unclassified network) is paid directly to the City Council for the unclassified network, and they have total discretion in how to spend this on the unclassified network.

In addition to the day-to-day highways maintenance budget, the County receives a capital allocation grant that is prioritised by need on the total network and delivered via the Structural Maintenance programme, as do all other districts. The City Council provides a list of non-classified road schemes (footways and carriageways) to the County for consideration each year and receives funds for these (which varies from year to year dependent on countywide needs factors). The County also provides the 6% of the

surface dressing capital allocation to the City Council which is assessed and prioritised by the City Council engineers.”

Supplementary: Councillor Pressel commented that her question had not been answered and queried why no account was taken of the length of footway as well as roads. Councillor Rose replied that Councillor Pressel should be speaking to the City Council who had Section 42 responsibility for the unclassified network. If the City Council chose it could relinquish its responsibilities for this work.

Councillor John Sanders had given notice of the following question to Councillor Rodney Rose:

"If the LTB is to be comprised of members of the ruling party, what measures does the cabinet propose to ensure adequate scrutiny of its decisions by opposition party representatives?"

Councillor Rose replied:

“The Assurance Framework appended to the report sets out the intention for the work of the Local Transport Board (LTB) to be as open and transparent as possible. I would particularly refer Cllr Sanders to clauses 16-17 and 21-23. The proposal is to establish the LTB under the auspices of the Spatial Planning & Infrastructure Partnership (SPIP) whose work is currently scrutinised by the Growth & Infrastructure Scrutiny Committee on which opposition councillors are well represented. As Cllr Sanders is aware there is a Corporate Governance Review underway and he is at liberty to make suggestions as to how the scrutiny function should operate going forward and I look forward to hearing his proposals.”

Councillor Gill Sanders had given notice of the following question to Councillor Arash Fatemian:

“Could the Cabinet Member for Adult Services please assure me that they he will monitor carefully the impact of the proposed increases to day centre charges and, if the figures show a significant fall in the numbers of people attending the centres, will he be prepared to review any decisions on increases that the Cabinet may make today?”

Councillor Fatemian replied:

“I have already given a commitment that we will monitor closely the use of the centres. If there are any significant changes then we will consider carefully what we shall do in response. Any proposals will come forward for consideration by members.”

Supplementary: Councillor Gill Sanders asked for and received an assurance from the Cabinet Member that he would give frequent updates to the Scrutiny Committee and Cabinet on the numbers using Day Centres after the increases and on any issues of viability due to a fall off in numbers.

### **3/13 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item. 5)

The following requests to speak had been agreed by the Chairman

Item 6 – Councillor Zoe Patrick, Opposition Leader

Item 8 – Councillor Alan Armitage, Opposition Deputy Leader

Item 10 - Councillor Jenny Hannaby, Shadow Cabinet Member for Adult Services

Item 11 – Councillor Jenny Hannaby, Shadow Cabinet Member for Adult Services

### **4/13 OXFORDSHIRE COUNTY COUNCIL CORPORATE PLAN 2013/14 - 2017/18**

(Agenda Item. 6)

Cabinet considered a draft of the Corporate Plan for 2013/4-2017/18 together with a report that provided the detail of what changes had been made to the Plan in this edition.

Councillor Zoe Patrick, Opposition Leader, commented that the Corporate Plan was a chance for the Leader to make his mark and highlighted and commented on a number of aspects in the Plan. In particular she referred to the Leader's reference to Thriving Families where examples of its impact would be helpful; the need to address problems on the A34; that she felt there was little evidence of progress on improving skills; and that in welcoming the close working on bus transport she noted the lack of an Oyster type card.

The Leader in introducing the contents of the Plan responded to the points made. He stated that in this his first Plan he had not wanted a major overhaul. On the A34 he indicated that he had worked with the City Council to include improvements in the City Deal bid. With regard to public transport there was a lot going on in relation to the rail network. Now that the technology was capable he was keen to support the introduction of an Oyster type card going forward.

**RESOLVED:** to approve the draft Corporate Plan going before Council on 19 February 2013.

At this point Cabinet agreed to vary the order of the agenda to take the next two items before the Service & Resource Planning report.

**5/13 CARE HOMES FEES**

(Agenda Item. 10)

The Council has a statutory duty to make arrangements for persons aged 18 or over who it assesses are in need of care and attention which is not otherwise available to them. Consequently the Council pays for approximately 1,700 older people in care homes for older people at any one time, at a cost of circa £48m per annum. Each year we set a rate for care home fees Cabinet considered a report that proposed that the Banding System for Care Home Fees in Oxfordshire be simplified.

Councillor Jenny Hannaby, Shadow Cabinet Member for Adult Services, stated that at the last review when there had been a reduction in fees concerns had been expressed at the Scrutiny Committee about the possible impact on the quality and viability of homes and on the quality of nursing and care. She welcomed the current review and the efforts to consult providers. She noted the disappointment of officers at the lack of response to the consultation and queried whether this was either a lack of interest in what was being offered by the Council or a feeling that their views would not be taken on board. Councillor Hannaby expressed concern that Homes would top up their income from self funders. She referred to the letter from OCA that expressed the concerns she also had.

Responding to questions from Cabinet Members Councillor Hannaby clarified that she was not saying that self funders should be subsidised but rather that a business would need to cover its costs and someone would pick up the slack and that this could be the self funders. She could not confirm that the Liberal Democrat would pay more indicating that they were putting their budget proposals together.

Councillor Fatemian, introduced the contents of the report emphasising that extensive work had been undertaken to come to a robust answer. He noted that through out the country self funders pay more than local authority users. He accepted that care homes needed to make a profit and that they kept a close eye on homes; overall Oxfordshire care homes were financially healthy. He expressed disappointment that more care homes did not take part in the consultation. They did not engage and did not share data. The model used was based on the National model and he proposed the recommendation to Cabinet as the right solution for Oxfordshire.

John Jackson, Director for Social and Community Services, detailed the contents of the report. He explained that the report set out a number of factors that had been considered including the results of the consultation. He highlighted the issues and key points set out in the report. These included:

(1) The Council had received very limited information from only 5 providers. As a result there is not sufficient information to justify the significant increase that providers are seeking.

(2) The County Council's service and resource planning process had identified that there were significant pressures on the older people's budget. As a result there is a need to focus resources for the benefit of an increasing number of vulnerable people. Increasing spending on care home services goes against the Council's stated business strategy for the future.

(3) A legal case last year suggested that local councils could take into account the availability of resources when determining the outcome of a price review and given the financial pressures that the Council faces and will face in the future it is believed that increasing spending in this service area for 2012/13 beyond the increased expenditure this year is unsustainable.

(4) However these are clearly challenging times for both providers and purchasers and it is important to the council to make sure that there is a sufficient provision to meet existing and increased future service demands.

(5) Two possible models have been considered but whatever cost model is used the resulting figure generated is only an aid to discussion. This is why there are discussions with providers for each placement to agree the precise figure that will be paid.

(6) Of the two models on balance the ADASS model is preferable as it offers a cost of capital that reflects the council's market view of no growth. The council has used the ADASS model with a £6.70 hourly rate to arrive at a weekly residential cost of £452. The Funded Nursing Care element is then applied to arrive at a Nursing Rate of £560. These are the banding rates included in the recommendations.

(7) The Service and Community Impact Assessment explained how the impact of any decision to increase care home fees was the least worst option because the impact of making savings elsewhere would have a more detrimental impact on the protected groups.

John Jackson referred to a letter sent by Mr George Tuthill, Chairman, Oxfordshire Carehomes Association to members of the Cabinet. He commented that Mr Tuthill referred to the amount that the Council pay to the Orders of St. John. Officers did not believe that this was comparable information. The Oxfordshire Care Partnership took over the responsibility of the former County Council homes knowing that very significant capital investment would be required to bring these homes up to an acceptable standard. This is reflected in the bed price that is paid.

**RESOLVED:** that in view of the information considered:

(a) for 2012/13 and for Care Home Placements in Oxfordshire to:

1. Confirm the 3% uplift agreed as an interim payment for all existing placements in care homes from April 2012.
2. Confirm the 3% uplift agreed as an interim payment for all new placements in care homes from April 2012.

(b) for 2013/14 to:

- Revise our Target banding Rates from April 2013 and
  - (i). Delete the Residential-Substantial Target Banding Rate
  - (ii). Increase the Target Banding rate for the Residential-Extensive Specialist Category to £452 per week for new placements.
  - (iii). Increase all existing weekly Residential payment rates that are currently paid below £452 per week to £452 per week
  - (iv). Delete the Nursing - Substantial Target Banding Rate
  - (v). Increase the Nursing-Extensive Target Banding Rate to £560 per week
  - (vi). Increase all existing weekly Nursing Extensive and Substantial rates that are currently below £560 per week to £560 per week.
  - (vii). Retain the Nursing-Specialist Target Banding Rate at £630 per week
  - (viii). Continue to use these rates as a guide to secure a care home placement at a funding level as close to the Target Banding Rate as possible.
  - (ix). The above to apply from April 2013 and for care home placements in Oxfordshire.

(c) to consult the care home providers in Oxfordshire on the above points (b) (i)-(ix); and

(d) to review the Equality Impact Assessment once the outcome of the consultation is known. Fee setting is a function to which section 149 of the Equality Act 2010 applies, and the Equality Impact Assessment is the method by which the Council will have due regard to the needs set out in section 149.

## **6/13 DAY OPPORTUNITIES AND TRANSPORT CHARGING MODEL**

(Agenda Item. 11)

Cabinet considered a report that provided details of the consultation that took place on day opportunities and the transport charging model; it included who took part, stakeholder feedback, comments and suggestions. The report gave a financial summary of the implications of the proposals and set out recommendations with regards to the proposed increases of charges.

Councillor Jenny Hannaby, Shadow Cabinet Member for Adult Services, expressed her great disappointment at the proposals which dealt with the most vulnerable people. The health & wellbeing centres and day centres provided a real feeling of community with companionship, skills training, and health and wellbeing benefits. She highlighted the Social and Community Impact assessment which noted concerns with rising prices. The prices people would pay would be higher as they did not include lunch and there would be a reduced 3 hour day which was disappointing.

Councillor Fatemian, introduced the report and stressed his total, resolute and unwavering commitment to day care services. He was in no way considering privatisation over the course of the Service & Resource Plan. The most vulnerable people received support through personal budgets and anyone struggling should contact the Social & Community Services Directorate. He accepted that any price increase needed to be carefully considered but pointed out that the charges had not been increased for so long that he could find no record of any increase. Councillor Fatemian referred to the extensive consultation process thanking all those that took part. There was a good response rate and over two thirds of respondents said that they would continue to attend and a majority would not reduce the numbers of times they attended. He added that even with the increase in charges there was a 50% subsidy for attendance and 75% for transport. He had taken on board requests to phase the increase.

During discussion Cabinet noted the impressive number of respondents and that the consultation had highlighted how valuable these services were. People had recognised the need for increases but had been afraid of it going up immediately and this fear had been addressed.

Councillor Carter commented on the need to monitor centres that were within Oxfordshire but administered outside to ensure that there was some degree of comparability.

**RESOLVED:** to approve the proposals set out in paragraphs 53 and 54 of the report.

## **7/13 BUSINESS STRATEGY AND SERVICE & RESOURCE PLANNING REPORT FOR 2013/14 - 2017/18 - JANUARY 2013**

(Agenda Item. 7)

Cabinet considered the final report in the series on the service & resource planning process for 2013/14 to 2016/17. It provided information on budget issues for 2013/14 and the medium term. The report set out the latest information on the Council's financial position, including the treasury management strategy for 2013/14 and an updated capital programme.

Cabinet also considered: a report by the Leader of the Council which set out the basis for the Cabinet's proposals and an addenda by the Assistant Chief Executive & Chief Finance Officer on the collection rate.

During discussion Cabinet noted that there was still uncertainty and that information was still to be received from central government. Cabinet thanked Sue Scane, Lorna Baxter and the Finance Team for their work during a difficult and challenging process. The Leader also thanked Councillor Charles Shouler who before ill health had been Cabinet Member for Finance and had done a lot of preparatory period during that period.



**RESOLVED:** to:

- (a) (in respect of revenue) **RECOMMEND** Council to approve:
- (1) a budget for 2013/14 and a medium term plan to 2016/17, based on the proposals set out by the Leader of the Council;
  - (2) a council tax requirement (precept) for 2013/14;
  - (3) a council tax for band D equivalent properties;
  - (4) virement arrangements to operate within the approved budget;
- (b) (in respect of treasury management) **RECOMMEND** Council to approve:
- (1) the Treasury Management Strategy Statement ;
  - (2) that any further changes required to the 2013/14 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council.
- (c) **RECOMMEND** Council to approve the Prudential Indicators as set out in Appendix A of Annex 7.
- (d) **RECOMMEND** Council to approve the Minimum Revenue Provision Methodology Statement as set out in Appendix B of Annex 7.
- (e) (in respect of capital) **RECOMMEND** Council to approve:
- (1) the updated Capital Strategy, Corporate Asset Management Plan and Transport Asset Management Plan;
  - (2) a Capital Programme for 2012/13 to 2016/17; and
- (f) delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.

## **8/13 FUTURE DEVOLVED GOVERNANCE: LOCAL TRANSPORT BOARD**

(Agenda Item. 8)

Cabinet considered a report that detailed proposals from the Department of Transport to devolve local major scheme funding to functional economic areas and the requirement to establish a Local Transport Board with a detailed Assurance Framework, that set out the governance and working arrangements, to manage the capital grant that will be received should the County Council opt to become the accountable body.

Councillor Alan Armitage, Opposition Deputy Leader, welcomed the proposals if they were a manifestation of localism and commented that it was sensible and desirable to dovetail local plans. He agreed with specific recommendations about the role of the Spatial Planning & Infrastructure Partnership Board (SPIP), the County Council as accountable body and as the legal body. However he felt that there was a gap in terms of democratic

transparency and scrutiny and suggested that this was best filled by the Scrutiny Committee.

Councillor Rose replied that that was something that would need to be looked at. In moving the recommendations Councillor Rose that it was the start of an interesting and fruitful journey that would bring in additional funding.

**RESOLVED:** to approve the following:

- (a) that the County Council supports the proposal to devolve the funding of local major schemes and facilitates the creation of a Local Transport Board under the auspices of the SPIP Board.
- (b) the County Council seeks views on the Assurance Framework set out in the Annex from District Councils, the Oxfordshire Local Enterprise Partnership, the SEMLEP, Network Rail, Highways Agency and the public transport operators;
- (c) that the Director of Environment & Economy, in consultation with the Deputy Leader, be authorised to develop the Scheme Prioritisation Process and progress the Assurance Framework to completion for submission to the Department of Transport in accordance with their timetable in consultation with the Section 151 and Monitoring Officer.

## **9/13 SOUTH WEST BICESTER NEW PRIMARY SCHOOL - FUNDING AGREEMENT**

(Agenda Item. 9)

Cabinet considered a report that sought approval to authorise officers to enter into a funding agreement with the Diocese of Oxford for their direct delivery of the school construction project and enables transfer in stages of a maximum capital grant of £6.664m from S106 resources forward funded from the Council's capital programme reserve, having deducted any direct costs incurred by the County Council in supporting delivery of the project.

**RESOLVED:** to:

- (a) authorise the Director of Environment & Economy to enter into a funding agreement with the Diocese of Oxford which enables transfer in stages of a maximum capital grant of £6.664m; and
- (b) transfer (in accordance with such funding agreement) funds from developer contributions forward funded from the Capital Programme reserve, having deducted any direct costs incurred by the County Council in supporting delivery of the project.

### **10/13 EQUALITY POLICY 2012-17: ANNUAL UPDATE**

(Agenda Item. 12)

Cabinet considered a report that set out the Council's progress in the first year of the 'Equality Policy 2012-2017'. There is also a legal obligation to regularly provide information about actual or potential users and the annex detailed new information about the people of Oxfordshire from the 2011 Census.

**RESOLVED:** to

- (a) accept the first update on the 'Equality Policy 2012-2017'; and
- (b) agree to the adjustment of the reporting timetable for future updates on the 'Equality Policy 2012-2017'

### **11/13 FORWARD PLAN AND FUTURE BUSINESS**

(Agenda Item. 13)

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

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

### **12/13 DELEGATED POWERS OF THE CHIEF EXECUTIVE - JANUARY 2013**

(Agenda Item. 14)

**RESOLVED:** to note executive decisions taken by the Chief Executive under the specific powers and functions delegated to her under the terms of Part 7.4 of the Council's Constitution - Paragraph 1(A)(c)(i).

### **13/13 EXEMPT ITEM**

**RESOLVED:** that the public be excluded for the duration of item 13 in the Agenda since it is likely that if they were present during that item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified in relation to that item in the Agenda and it is considered that, in all the circumstances of each case, the public interest in exemption outweighs the public interest in disclosing the information.

**PUBLIC SUMMARY OF PROCEEDINGS FOLLOWING THE WITHDRAWAL OF THE PRESS AND PUBLIC**

## **14/13 DEVELOPING THE PROJECT AGREEMENT WITH THE OXFORDSHIRE CARE PARTNERSHIP**

(Agenda Item. 15)

*The information contained in the report and annexes is exempt in that it falls within the following prescribed category:*

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

*It is considered that in this case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that such disclosure would distort the proper process of free negotiations between the authority with another party for the purposes described and would prejudice the position of the authority in those negotiations and other negotiations of a similar nature in future.*

Cabinet considered a report that set out proposals for developments in the relationship that the Council has with the Oxfordshire Care Partnership for the provision of services for the care and support of older people in Oxfordshire. Meeting recent challenges required some revision of the Project Agreement so that the Partnership continued to have a secure basis from which to operate therefore ensuring the contract remained viable. The report summarised the proposed revisions to the Agreement and the service developments that will be supported by these changes.

Cabinet agreed the proposed revisions and service developments as set out in the exempt report.

..... in the Chair

Date of signing .....

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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Division(s): Kidlington, Thame & Chinnor, Bicester
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## **CABINET – 26 FEBRUARY 2013**

### **PROPOSAL TO ALTER THE LOWER AGE RANGE AT THREE OXFORDSHIRE PRIMARY SCHOOLS**

**Report by Director for Children's Services**

#### **Introduction**

1. The following primary and nursery schools took part in a public consultation into a proposed restructuring of their legal status as detailed below:
  - Five Acres in Ambrosden near Bicester
  - John Hampden in Thame
  - West Kidlington
2. After the launch of the public consultation, the Governing Body of West Kidlington Primary and Nursery Schools took the decision not to proceed with the proposal, in order to look in more detail at potential other options available to them. West Kidlington therefore no longer forms a part of this proposal.
3. Currently, the Governing Bodies of each of Five Acres and John Hampden run both the primary and nursery schools on their relative sites. The nurseries are therefore federated with the primaries. The proposal is to merge each primary school with its federated nursery school. The legal mechanism to achieve this is to formally close each nursery school, and extend the age range of each primary school to include 3 year olds.
4. There are five statutory stages for a proposal to make such changes to a school:
  - i. Consultation;
  - ii. publication of a statutory notice;
  - iii. representation;
  - iv. decision;
  - v. implementation.

This proposal has completed the first consultation stage, and a decision is now sought as to whether to proceed to publication of statutory notices and representation.

## **The Proposal**

5. The purpose of the proposal is to alter the lower age range of both Five Acres and John Hampden Primary Schools to allow them to in effect “merge” with their federated nursery schools, so that the pupils in the nursery classes are on the school roll. The nursery school as a separate establishment at each site would therefore no longer exist, but would have become “part of” its federated school. The proposal would therefore require the legal closure of each nursery school, although the services provided by each school would continue, under the same management as presently but with simplified administration.
6. The reasons for proposing this change are to consolidate each Governing Body’s financial responsibility into one budget where they currently must manage two. With a single budget to manage, funding could be directed toward priorities agreed upon across the whole school whereas currently for example, the primary budget cannot be spent on the nursery schools.
7. Additionally if the proposal is approved, only one Ofsted inspection would need to be carried out on each site, and only one set of data requested by the Department for Education would need to be returned by the school staff. This would release administrative and management time in each case.
8. Because of changes made in April 2011 by the DfE to the Early Years Single Funding Formula for nursery schools, there is now no financial advantage to running two establishments in parallel and the duplication of work and time would increasingly become an unnecessary financial drain on the respective Governing Bodies.
9. There would be no noticeable change as a result of this proposal for either the staff, children or parents. The change proposed is purely administrative in nature. No change to school admission rules would follow.

## **Representations**

10. During the Stage 1 consultation phase (3 December 2012 – 28 January 2013) a consultation leaflet (Annex 1) was sent to parents of children at Five Acres Primary and Nursery Schools and John Hampden Primary and Nursery Schools. It was also distributed to local county councillors, and District and Town and Parish councils were contacted about the proposal. Partnership schools and early years providers in the area, libraries and other stakeholders (as detailed in statutory guidance on making changes to schools) were also contacted and details were available on the OCC public website, together with various ways of responding.
11. Twelve responses to the consultation were received. Nine respondents supported the proposal in principle, one of which was the Headteacher of a



local school, and one a Parish Council Chair. Two opposed the proposal in principle, but one of these had misunderstood the proposal and retracted their objection following explanation by a council officer.

12. The reasons given for supporting the proposal were:
  - Financial benefits for both establishments
  - Time freed up for administrative work.
13. The concerns raised by the respondent that objected were:
  - As a manager of an independent preschool on one of the school sites, the respondent was concerned that the nursery budget would be diverted to the primary school with a knock-on effect on the quality of opportunities for the nursery children.
  - The respondent was also concerned whether nursery staff would be required to “move to other areas of the school...affecting the stability of these very young children”.

*The Headteacher at Five Acres has responded: “We are not planning to change any of the provision in the nursery as a result of these changes. Nursery staff will remain in the Nursery and will continue their roles as keyworkers with the pupils they currently have, until the end of the academic year when the majority of children will move into reception classes, with new key workers.”*

*The Headteacher at John Hampden has responded: “A school would be unlikely to change its arrangements regarding key worker staffing part way through an academic year so any changes would likely to be at the start of an academic year thus not causing instability for a cohort within the Nursery setting. Any children receiving more than three terms of Nursery provision would be well established and well on the way to independence in terms of functioning within the setting if a new academic year change was actually made. Our Nursery setting would use our contingency funding to maintain a status quo situation regarding all staffing for at least a year before making staffing change and by necessity only. The reasons for this would be that Nursery Schools have already invested time and money in training staff in the key worker systems that they use, so continuity would be an issue the schools themselves would want to resolve effectively and appropriately. Parents / carers would be given at least a term's notice before any changes would be made.*

*Officer comment:* *The proposal allows the governors to use the available funding they have access to more flexibly, so that changes to budgets can be absorbed or planned as efficiently as possible.*

14. As an objection in relation to the proposal has been raised, the decision on whether to proceed to publish formal statutory proposals is referred to the Cabinet.

## Making a Decision

15. Proposals to close or extend the age range of schools are subject to statutory procedures as established by The Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended by The School Organisation and Governance (Amendments)(England) Regulations 2007 which came into force on 21 January 2008).. Local authorities also have a duty to have regard to statutory guidance, in this particular case 'Making Changes to a Maintained Mainstream School: A Guide for Local Authorities and Governing Bodies and 'Closing a Mainstream School: A guide for Local Authorities' ("the Guidance").
16. The Prescribed Alterations Regulations require proposers to consult interested parties and the Guidance lists these at paragraph 1.3. The Cabinet must be satisfied that the statutory consultation has been properly carried out prior to the publication of the notice. Annex 2 provides details of the County Council's consultation with interested parties that are required to be consulted with under the Prescribed Alterations Regulations. The period of consultation is not prescribed by legislation, although the Guidance recommends 6 weeks. The consultation period was in line with the Guidance having run from 3 December 2012 – 28 January 2013. The consultation was therefore carried out in accordance with the Prescribed Alterations Regulations.
17. Guidance on closing maintained schools states that *"In deciding whether to approve any proposals to close a nursery school, the Decision Maker should be aware that nursery schools generally offer high quality provision, and have considerable potential as the basis for developing integrated services for young children and families. There should be a presumption against the closure of a nursery school unless the case for closure can demonstrate that:*
  - a. *the LA is consistently funding numbers of empty places;*
  - b. *full consideration has been given to developing the school into a Sure Start Children's Centre, and there are clear, justifiable grounds for not doing so, for example: unsuitable accommodation, poor quality provision and low demand for places;*
  - c. *plans to develop alternative provision clearly demonstrate that it will be at least as equal in terms of the quantity and quality of early years provision provided by the nursery school with no loss of expertise and specialism; and that*
  - d. *replacement provision is more accessible and more convenient for local parents."*
18. This proposal, while legally closing the nursery schools, would continue to offer the same level of service at the same location, and therefore nursery provision will not change as a result of this proposal.

19. A decision is now required as to whether to publish formal proposals for the changes. If approved, a statutory notice would be published, followed by a formal representation period of six weeks. The decision-making power in terms of determining the notice will lie with the Cabinet, and a report will be put to the Cabinet Member for Schools Improvement if no representations are received, or to Cabinet if representations are received, for a final decision in due course.

### **Equality and Inclusion Implications**

20. There are considered to be no implications for equality and inclusion as a result of this proposal. Should the mergers go ahead following statutory consultation, the same services will be provided in the same location.

### **Financial and Staff Implications**

21. The direct financial implication of this report is the cost of the statutory process recommended, which is planned for and met within the normal CE&F budget provision. There are no financial implications or risks at this stage. If the proposal proceeds, following statutory consultation there would be another report to Cabinet in due course seeking a final decision on whether to implement the mergers as proposed.
22. The financial implications of this report are considered to be positive and are linked to the desired consolidation of the budgets for both Five Acres and John Hampden sites to produce improved efficiency and reduce workload for the governors and school staff.

### **RECOMMENDATION**

23. **The Cabinet is RECOMMENDED to:**
- (a) approve the publication of linked statutory notices for closure of Five Acres Nursery School and for the extension of age range at Five Acres Primary School to 3-11; and**
  - (b) approve the publication of linked statutory notices for closure of John Hampden Nursery School and for the extension of age range at John Hampden Primary School to 3-11.**

JIM LEIVERS  
Director for Children's Services

Contact Officer: Diane Cameron, School Organisation Officer,  
01865 816445

**February 2013**

Annex 1	Consultation leaflet
Annex 2	List of interested parties consulted



**Public consultation on proposal to alter  
the lower age range at three Oxfordshire  
primary schools in order for the attached  
nursery schools to become part of the  
primary schools' provision, and to close  
the nursery schools as separate  
establishments**

**3 December 2012 – 28 January 2013**

*Schools and Nurseries involved:*

Five Acres Primary & Nursery Schools, Ambrosden  
John Hampden Primary & Nursery Schools, Thame  
West Kidlington Primary & Nursery Schools, Kidlington

See full details and respond via a quick online questionnaire at  
<http://myconsultations.oxfordshire.gov.uk>



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## **What is the proposal?**

The county council is proposing that three Oxfordshire primary schools “merge” with their associated nursery schools. The schools in question are Five Acres Primary & Nursery Schools in Ambrosden, John Hampden Primary & Nursery Schools in Thame and West Kidlington Primary & Nursery Schools in Kidlington.

In each location, the two establishments already share a Headteacher and Governing Body, and the members of staff have the same employer. The proposed change would therefore be administrative in nature.

The process would involve the legal closure of the nursery schools as separate establishments, and they would become part of the primary schools as nursery classes. The primary schools’ age ranges would change from 4 – 11 to 3 – 11. In practical terms, there would be no noticeable change for pupils, parents or teaching staff.

If the proposal goes ahead there would be no effect on admissions; children in the school’s nursery class would still need to apply for a place in the school’s Reception (F1) year, just as they do now.

## **Why is this being proposed?**

There are some disadvantages to the nursery schools and primary schools remaining separate. For example, the Headteacher and Governing Body must currently manage two separate budgets, go through two Ofsted inspections and make two versions of any official return of information to the Department for Education (DfE). This duplication of work takes up considerable administrative and management time in each case.

The proposal also means greater flexibility on how money is spent by the Governing Bodies. With a single budget for each primary school to manage, funding can be directed toward priorities agreed upon across the whole school. Currently, some funding can only be spent by the Governing Bodies on the primary schools, even if there is a more urgent need for it in the nursery schools, and vice-versa.

For these reasons, following discussion with the county council, the Governing Bodies and Headteachers of the three schools involved are in favour of the proposal.

## **What happens if the proposal doesn’t go ahead?**

If the schools and nurseries remain separate, there would be no immediate change to pupils, parents and staff on a practical level. However, it is likely that the duplication of administrative time and work in running two separate establishments would increasingly become an unnecessary financial drain on the Governing Bodies. Because of changes made in April 2011 by the DfE to the Early Years Single Funding Formula for nursery schools, there is now no financial advantage to running two establishments in parallel. Detail of the changes may be viewed on the DfE website:

<http://www.education.gov.uk/childrenandyoungpeople/earlylearningandchildcare/delivery/funding/a0068704/early-years-funding-reform>

## **What happens next?**

This public consultation seeks your views on the proposal, and runs until 28th January 2013. Following the end of the consultation period, a report will be written summarising the responses received and will go before either the Member for Education or the full Oxfordshire County Council Cabinet, depending on whether objections have been received or not.

Following consideration of the responses received, a decision will be made by the Member or Cabinet on whether to proceed to publish a Statutory Notice on the proposal, which is the next step. If a Notice is published, it will appear around all the schools' sites and in local newspapers. This is a second opportunity for the public to respond, and this period lasts for six weeks. On the closure of this period, a second report is written and a final decision is made by either the Member or Cabinet.

It is likely that the full process above would mean a final decision in May/June 2013.

## **How do I respond to the consultation?**

You can give us your views in several ways. The quickest and easiest way is online at <http://myconsultations.oxfordshire.gov.uk> where all our consultations are listed. Click on the right consultation and then use the online questionnaire and submit your views directly.

Alternatively, you may write to us or print off the form at the back of this leaflet and post it to: Diane Cameron, School Organisation & Planning, FREEPOST OXFORDSHIRE COUNTY COUNCIL.

You may also email your views to us at:

**[nurseriesmerger-manager@myconsultations.oxfordshire.gov.uk](mailto:nurseriesmerger-manager@myconsultations.oxfordshire.gov.uk)**

**Remember your response must be received by 28 January 2013**

## **Response Form**

I/we wish to make the following comments:

.....

.....

.....

.....

.....

.....

.....

Signature ..... Name .....

Address (optional) .....

☐ Parent of a child at one of the nursery schools involved (please specify which)

☐ Parent of a child at one of the primary schools involved (please specify which)

☐ Parent of a child not yet at school

☐ Governor / Staff at a school involved (please specify which)

☐ Local resident

☐ Other (specify) .....

*Tick all that apply*

**Please return by 28th January 2013 to:**

**Diane Cameron**

**School Organisation & Planning**

**FREEPOST OXFORDSHIRE COUNTY COUNCIL**

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## Consultation with interested parties

The Prescribed Alterations Regulations require proposers to consult interested parties and the Guidance lists these at paragraph 1.3. This annex provides details of the County Council's consultation with interested parties that are required to be consulted with under the Prescribed Alterations Regulations.

The governing body of any school which is the subject of proposals (if the LA are publishing proposals)	Consulted through distribution of consultation leaflets (3 December 2012 – 28 January 2013).
The LA that maintains the school (if the governing body is publishing the proposals).	n/a
Families of pupils, teachers and other staff at the school.	Through distribution of consultation leaflets (to families via children) (3 December 2012 – 28 January 2013)
Any LA likely to be affected by the proposals, in particular neighbouring authorities where there may be significant cross-border movement of pupils.	The proposals are not judged to affect other local authorities.
The governing bodies, teachers and other staff of any other school that may be affected.	Other Oxfordshire schools consulted through online consultation (3 December 2012 – 28 January 2013) and alerted via email. Early years providers were alerted by email and sent leaflets.
Families of any pupils at any other school that may be affected.	Consulted through online consultation and via email to other schools' Headteachers (3 December 2012 – 28 January 2013).
Any trade unions who represent staff at the school; and representatives of any trade union of any other staff at schools who may be affected by the proposals.	Consulted through online consultation and via email directly (3 December 2012 – 28 January 2013).
(If proposals involve, or are likely to affect a school which has a particular religious character) the appropriate diocesan authorities or the relevant faith group in relation to the school.	Oxford CE diocese and Birmingham and Portsmouth RC dioceses consulted through online consultation and alerted via email (3 December 2012 – 28 January 2013).
The trustees of the school (if any).	n/a
(If the proposals affect the provision of full-time 14-19 education) the Learning and Skills Council	n/a
MPs whose constituencies include the schools that are the subject of the proposals or whose constituents are likely to be affected by the proposals.	Local MP sent a copy of the consultation leaflet.

The local district or parish council where the school that is the subject of the proposals is situated.	Local district and county councillors consulted through distribution of consultation leaflets (3 December 2012 – 28 January 2013) and online consultation.
Any other interested party, for example, the Early Years Development and Childcare Partnership (or any local partnership that exists in place of an EYDCP) where proposals affect early years provision, or those who benefit from a contractual arrangement giving them the use of the premises.	Members of the School Organisation Stakeholder Group consulted through online consultation and meetings.

## CABINET – 26 FEBRUARY 2013

### 2012/13 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT

Report by the Assistant Chief Executive & Chief Finance Officer

#### Introduction

1. This report focuses on the delivery of the Directorate Business Strategies which were agreed as part of the Service and Resource Planning Process for 2012/13 – 2016/17. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of December 2012. Capital monitoring is included at Part 3. Fees and Charges are included in Part 4.

#### Summary Position

2. The current in – year Directorate forecast including the Council elements of the Pooled Budgets is a variation of -£2.966m, or -0.71% against a budget of £417.502m as shown in the table below. This compares to a forecast underspend of -£1.262m or -0.30% reported to Cabinet on 18 December 2012.

Original Budget 2012/13 £m		Latest Budget 2012/13 £m	Forecast Outturn 2012/13 £m	Variance Forecast December 2012 £m	Variance Forecast December 2012 %
105.814	Children, Education & Families (CE&F)	106.818	106.694	-0.124	-0.12
219.635	Social & Community Services (S&CS)	211.994	210.457	-1.537	-0.73
77.658	Environment & Economy	80.643	80.660	+0.017	+0.02
8.394	Chief Executive's Office	18.047	17.889	-0.158	-0.88
411.501	In year Directorate total	<b>417.502</b>	<b>415.700</b>	<b>-1.802</b>	<b>-0.43</b>
	Less: Net underspend on Council Elements of Pooled Budgets			-1.164	
	<b>Total Variation including Council Elements of Pooled Budgets</b>			<b>-2.966</b>	<b>-0.71</b>

3. The following annexes are attached:

Annex 1	Original and Latest Estimates for 2012/13
Annex 2	Virements & Supplementary Estimates
Annex 3	Forecast Earmarked Reserves
Annex 4	Forecast General Balances
Annex 5	Ring-fenced Government Grants 2012/13
Annex 6	Older People & Physical Disabilities and Learning Disabilities Pooled Budgets
Annex 7	Treasury Management Lending List
Annex 8	Capital Programme Monitoring
Annex 9	Fees and Charges

4. Directorate reports which set out the detail behind this report are available from the contact officers named at the end of this report or in the Members' Resource Centre.

## **Part 1 - Revenue Budget & Business Strategy Savings**

### **Children, Education & Families (CE&F)**

5. The directorate is forecasting a variation of -£0.124m. In addition there is a forecast underspend of -£4.628m 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

6. The service is reporting a variation of -£0.546m, a change of +£0.600m since the last report. The underspend previously reported on School Intervention has been placed in the School Intervention reserve to be used for projects that will now take place in 2013/14.

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

7. Children's Social Care is reporting a net variation of -£0.131m. An underspend of -£0.402m on Corporate Parenting which mainly reflects underspends on in-house fostering, is offset by overspends on external placements totalling +£0.357m.

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

8. An overspend of +£0.496m 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

9. The forecast underspend of -£4.628m has increased by -£2.082m since the last report. The change mainly relates to an underspend on Capitalised Repair and Maintenance of -£1.961m. As previously reported planned repair and maintenance work has been delayed since the summer term due to a review of the work plan and associated costs as part of the new property contract. This position is subject to change by the year end as planned work and reactive/urgent work takes place. The position also includes -£1.161m contingency which will be delegated to schools in 2013/14 as part of the new funding formula.

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

10. The directorate is forecasting a variation of -£1.537m. In addition, there is an underspend of -£0.220m on the Council elements of the Older People, Physical Disabilities and Equipment Pooled Budget and a -£0.944m underspend on the Learning Disabilities Pooled Budget.

#### S&CS1 Adult Social Care

11. A forecast underspend of -£1.230m is projected for Adult Social Care, a change of -£1.317m since the last report. This mainly relates to over achievement of residential and nursing income of -£1.147m in 2012/13. This is income received from the temporary additional placements being

## CA7

made in the Older People's Pool. This position does not include the additional income of £0.572m relating to the additional Department of Health funding for adult social care which has been transferred to the Older People's pooled budget.

### S&CS3 Joint Commissioning

12. Restructuring of the Joint Commissioning Team is almost complete and the forecast underspend of -£0.073m is due to staffing vacancies and slippage in recruitment. There is also an underspend of -£0.146m forecast for Supporting People which is due to a reduction in the number of clients and savings made through the tendering process.

### S&CS5 Fire & Rescue and Emergency Planning

13. A forecast underspend of -£0.090m is projected for retained duty system (RDS) staff. The underspend includes the cost of implementing the Part Time Workers (Prevention of less favourable treatment) Regulations 2000. Arrears will need to be paid to RDS staff for sickness and light duties' remuneration, backdated to 2010.
14. The budget for fire-fighter ill health retirements continues to forecast an overspend of +£0.112m. As this is a budget that the service cannot control, the variance will be met from balances at year end.

## **Pooled Budgets**

### Older People, Physical Disabilities and Equipment Pooled Budget

15. As shown in Annex 6 the Older People, Physical Disabilities and Equipment Pooled Budget is forecast to overspend by +£3.385m. -£0.220m relates to the Council's element and +£3.605m to the Primary Care Trust (PCT) (which is shadowed by the Oxfordshire Clinical Commissioning Group).
16. The Council element of the Older People's Pooled Budget is forecasting an underspend of -£0.718m compared to an overspend of +£0.355m reported to Cabinet in December 2012. The change includes underspends on direct payment packages (-£0.400m), Home Support (-£0.727m) and the Reablement Service. This is offset by an overspend on Care Homes of +£0.159m. The care home placements overspend reflects variations in the forecast number of services users and an increase in the average price of placements.
17. The Department of Health has released further information about the additional one-off resources towards winter pressures referred to in the previous report. The funding is subject to a bidding process rather than the formula allocations of previous years. The Council submitted a bid in early January for this additional funding and has been notified that £1.251m has been awarded. Due to the timing of the notification most of the funding will be placed in the reserve and used to reduce waiting lists in 2013/14.
18. The council element of the Physical Disabilities Pool is expected to underspend by -£0.049m. This takes account of Council's approval in December 2012 of a £1.8m temporary virement from the Learning Disabilities Pooled Budget to offset pressures on the Physical Disabilities

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Pool. £1.075m of the £1.8m has been utilised to cover the overspend in 2012/13 and new clients that have been assessed to receive a service. The remaining £0.767m will be placed in a reserve to fund on-going costs for the assessed waiting list clients over the next two years. The on-going effect of the additional activity in the Physical Disabilities Pool has been considered as part of the Service & Resource Planning Process.

19. The Council's element of the Equipment Pooled Budget is overspending by +£0.547m. 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 +£0.737m after applying £0.750m of additional funding allocated from Health to Social Care.

### Learning Disabilities Pooled Budget

20. As set out in Annex 6 the Learning Disabilities Pooled Budget is forecast to underspend of -£1.008m. This comprises -£0.944m on the Council's element and -£0.064m on the PCT element. The underspend on the Council's element reflects the position after the £1.8m virement to the Physical Disabilities Pooled Budget. The increase in the underspend from the last report is due to vacancies not being filled and underspends on direct payment packages.

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

21. The directorate is forecasting a variation of +£0.017m.

### EE1 Highways & Transport

22. The service is forecasting an underspend of -£0.088m. This includes an overspend of +£0.629m in Highways & Transport due to an increase in highway maintenance, vehicle maintenance as well as rapid incident responses and contract management costs. This overspend is offset by Public Transport contract savings of -£0.538m arising from the early realisation of future planned savings. Expenditure on concessionary fares is also expected to be £0.100m less than budgeted.

### EE2 Growth & Infrastructure

23. An underspend of -£0.076m is forecast by Growth and Infrastructure. This includes an overspend of +£0.292m 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 -£0.253m in Business & Skills.
24. A forecast breakeven position is expected for Waste Management. 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.

### EE3 Oxfordshire Customer Services

25. An overspend of +£0.181m 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 managed in year. Alternative savings for future years have been addressed as part of the Service & Resource Planning Process.

#### **Chief Executive's Office (CEO) including Cultural Services**

26. The directorate is forecasting an underspend of -£0.158m. This mainly relates to staffing vacancies in Strategy and Communications.

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

27. Virements larger than £0.250m requiring Cabinet approval are included in Annex 2a. Virements requested this month relate to the transfer of telephony budgets from directorates to E&E, the transfer of Cultural Services recharges from S&CS to CEO, and updates of DSG and Sixth Form Funding following the conversion of Schools to academy status. Supplementary Estimates requested this month include two unused S&CS reserves being transferred to balances.

#### **Grants Monitoring**

28. As set out in Annex 5, ring-fenced grants totalling £355.270m 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 £325.339m. Additional grants that the Council have been notified of since the last report are for Children's Centres Payment by Results (£0.135m) and Local Enterprise Partnership Funding (£0.125m)

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

29. There have been 260 general write offs to the end of December 2012 and these totalled £47,388.57. In addition Client Finance has written off 55 debts totalling £44,267.13.

#### **Treasury Management**

30. The latest treasury management approved lending list (as at 5 February 2013) is shown in Annex 7. The lending list has been extended to include three Singapore banks: Development Bank of Singapore, Overseas-Chinese Banking Corp and United Overseas Bank. This will enable further counterparty diversification within the in house portfolio while continuing to restrict deposits with banks to those with high credit quality. In addition, the lending limits for Barclays Bank, Nationwide Building Society, JP Morgan Chase and Svenska Handelsbanken have been increased from 3 months to 6 months. This brings the duration limits for these banks more closely in line with those set out in the Treasury Management Strategy and reflects the continuing stabilisation of the banking sector.

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31. The average in house cash balance during November 2012 was £323.7m and the average rate of return for the month was 1.01%. The average cash balance during December 2012 was £317.1m and the average rate of return was also 1.01%.
32. The budgeted return for interest receivable on balances is £2.50m for 2012/13 and it is expected that this will be achieved.

## Part 2 – Balance Sheet

### Reserves

33. Annex 3 sets out earmarked reserves brought forward from 2011/12 and the forecast position as at 31 March 2013. These reserves are held for specified one – off projects, contractual commitments and to support the Medium Term Financial Plan. Forecast reserves are £104.392m and include £11.792m relating to school balances. These are expected to continue to reduce as schools convert to academy status.

### Balances

34. There have been no calls on balances to date in 2012/13. As set out in Annex 4 current balances are £16.792m and includes £0.086m transferred from two unused S&CS reserves.

## Part 3 – Capital Programme

35. Capital monitoring shows that the forecast expenditure for 2012/13 is £47.2m (excluding schools local capital). This is a decrease of £1.6m compared to the latest approved capital programme. The table below summarises the variations by directorate.

Directorate	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Children, Education & Families	22.6	21.6	-1.0
Social & Community Services	3.6	3.6	0.0
Environment & Economy - Transport	20.3	19.9	-0.4
Environment & Economy - Other	1.3	1.1	-0.2
Chief Executive's Office	1.0	1.0	0.0
<b>Total Directorate Programmes</b>	<b>48.8</b>	<b>47.2</b>	<b>-1.6</b>
Schools Local Capital	5.2	5.2	0.0
<b>Total Capital Programme</b>	<b>54.0</b>	<b>52.4</b>	<b>-1.6</b>

\* Approved by Cabinet 29 January 2013

36. Within CE&F the anticipated value of works being delivered through the School Structural Maintenance and Energy Reduction Programme is forecast to be approximately £1m lower than the budget provision. These resources will be held in earmarked reserves until the deliverability of the 2013/14 programmes are confirmed.
37. In the Transport capital programme, expenditure has been re-profiled from 2012/13 to 2013/14 on two schemes. These relate to £0.281m on the Thornhill Park & Ride Extensions scheme as the lease agreement for the land was delayed, (now signed and scheme on site) with a further £0.200m on the Wheatley River Bridge scheme.



**Actual & Committed Expenditure**

38. Actual capital expenditure for the year to date (excluding schools local spend) was £20.2m at the end of December. This is 44% of the total forecast expenditure of £47.2m. Actual and committed spend is 65% of the forecast and planned work is greater in the second half of the year. Planned work includes projects within the Schools Structure Maintenance Programme (£4m), annual surface treatment programme (£2m) and Thornhill Park & Ride Extension (£1m).

**Five Year Capital Programme Update**

39. The total forecast 5-year capital programme (2012/13 to 2016/17) is £320.7m, which is an increase of £8.8m from the position reported to Cabinet in January 2013.
40. The latest forecast reflects the updated capital programme considered by Council on 19 February 2013. The increase relates to the addition of funding the Townlands Care Home in Henley (£7.7m) and a further £1m for the Residential New Homes programme.

**Part 4 – Fees and Charges**

41. As set out in Annex 3 of Service and Resource Planning report to Cabinet on 18 December 2012 a number of the charges relating to the Heritage Service and Oxfordshire Customer Services were subject to a review. This review is now complete and the proposed charges are set out in Annex 9.

**RECOMMENDATIONS**

42. **The Cabinet is RECOMMENDED to:**
- (a) **note the report;**
  - (b) **approve the virement requests over £0.250m set out in Annex 2a;**
  - (c) **approve the charges for Heritage Service and Oxfordshire Customer Services as set out in paragraph 41 and Annex 9;**
  - (d) **note the Treasury Management lending list at Annex 7;**

**SUE SCANE**

**Assistant Chief Executive & Chief Finance Officer**

Background papers: Directorate Financial Monitoring Reports 31 December 2012.

Contact Officers: Kathy Wilcox, Principal Financial Manager  
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February 2013

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**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 26 February 2013**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) <i>December</i> 2012	Actual Expenditure (Net) <i>December</i> 2012	Variation to Budget <i>December</i> 2012 underspend - overspend +	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)
CEF	<b>Children, Education &amp; Families</b>											
	Gross Expenditure	563,507	2,457	-52,565	-13	513,386	513,262	-124	387,874	368,551	-19,323	G
	Gross Income	-457,693	0	51,125	0	-406,568	-406,568	0	-307,838	-301,554	6,284	G
		<b>105,814</b>	<b>2,457</b>	<b>-1,440</b>	<b>-13</b>	<b>106,818</b>	<b>106,694</b>	<b>-124</b>	<b>80,037</b>	<b>66,997</b>	<b>-13,040</b>	G
SCS	<b>Social &amp; Community Services</b>											
	Gross Expenditure	259,276	1,122	-8,524	0	251,872	250,335	-1,537	193,862	192,495	-1,367	G
	Gross Income	-39,641	0	-237	0	-39,878	-39,878	0	-37,319	-40,481	-3,162	G
		<b>219,635</b>	<b>1,122</b>	<b>-8,761</b>	<b>0</b>	<b>211,994</b>	<b>210,457</b>	<b>-1,537</b>	<b>156,543</b>	<b>152,014</b>	<b>-4,529</b>	G
EE	<b>Environment &amp; Economy</b>											
	Gross Expenditure	144,307	1,899	-4,902	0	141,304	141,143	-161	118,381	107,608	-10,773	G
	Gross Income	-66,649	0	5,988	0	-60,661	-60,483	178	-57,886	-63,716	-5,830	G
		<b>77,658</b>	<b>1,899</b>	<b>1,086</b>	<b>0</b>	<b>80,643</b>	<b>80,660</b>	<b>17</b>	<b>60,495</b>	<b>43,893</b>	<b>-16,603</b>	G
CEO	<b>Chief Executive's Office</b>											
	Gross Expenditure	16,360	508	10,425	0	27,293	27,135	-158	22,844	23,137	294	G
	Gross Income	-7,966	0	-1,280	0	-9,246	-9,246	0	-9,245	-10,650	-1,406	G
		<b>8,394</b>	<b>508</b>	<b>9,145</b>	<b>0</b>	<b>18,047</b>	<b>17,889</b>	<b>-158</b>	<b>13,599</b>	<b>12,487</b>	<b>-1,112</b>	G
	Less recharges to other directorates	-49,078				-49,078	-49,078	0			0	G
		49,078				49,078	49,078	0			0	G
	<b>Directorate Expenditure Total</b>	<b>934,372</b>	<b>5,986</b>	<b>-55,566</b>	<b>-13</b>	<b>884,777</b>	<b>882,797</b>	<b>-1,980</b>	<b>722,961</b>	<b>691,792</b>	<b>-31,169</b>	G
	<b>Directorate Income Total</b>	<b>-522,871</b>	<b>0</b>	<b>55,596</b>	<b>0</b>	<b>-467,275</b>	<b>-467,097</b>	<b>178</b>	<b>-412,287</b>	<b>-416,401</b>	<b>-4,114</b>	G
	<b>Directorate Total Net</b>	<b>411,501</b>	<b>5,986</b>	<b>30</b>	<b>-13</b>	<b>417,502</b>	<b>415,700</b>	<b>-1,802</b>	<b>310,674</b>	<b>275,391</b>	<b>-35,283</b>	G

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 26 February 2013**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) <i>December</i> 2012	Actual Expenditure (Net) <i>December</i> 2012	Variation to Budget <i>December</i> 2012	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	underspend - overspend + £000 (12)	(13)
	Contributions to (+)/from (-)reserves	8,366	-5,986	1,298		3,678	5,480	1,802				
	Contribution to (+)/from(-) balances	2,800			13	2,813	2,813	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				
	<b>Strategic Measures Budget</b>	45,319	-5,986	1,298	13	40,644	42,446	1,802				
	Government Grants	-52,964		-30		-52,994	-52,994	0				
	Council Tax	-4,019				-4,019	-4,019	0				
	Revenue Support Grant	-2,193		-1,298		-3,491	-3,491	0				
	Business rates	-113,119				-113,119	-113,119	0				
	<b>Council Tax Requirement</b>	284,525	0	0	0	284,523	284,523	0				

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 26 February 2013**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) <i>December</i> 2012	Actual Expenditure (Net) <i>December</i> 2012	Variation to Budget <i>December</i> 2012 underspend - overspend +	Projected Year end Variance Traffic Light
		Original Budget  £000 (3)	Brought Forward from 2011/12 Surplus + Deficit - £000 (4)	Virements to Date  £000 (5)	Supplementary Estimates to Date  £000 (6)	Latest Estimate  £000 (7)						
(1)	(2)	(3)	(4)	(5)	(6)	(7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)
CEF1	<b>Education &amp; Early Intervention</b>											
	Gross Expenditure	76,372	1,268	1,576	0	79,216	78,670	-546	59,413	53,796	-5,617	G
	Gross Income	-29,443	0	-3,257	0	-32,700	-32,700	0	-24,526	-24,997	-471	G
		<b>46,929</b>	<b>1,268</b>	<b>-1,681</b>	<b>0</b>	<b>46,516</b>	<b>45,970</b>	<b>-546</b>	<b>34,887</b>	<b>28,799</b>	<b>-6,088</b>	G
CEF2	<b>Children's Social Care</b>											
	Gross Expenditure	47,509	649	779	-13	48,924	48,793	-131	36,614	32,552	-4,062	G
	Gross Income	-6,079	0	-911	0	-6,990	-6,990	0	-5,242	-4,400	842	G
		<b>41,430</b>	<b>649</b>	<b>-132</b>	<b>-13</b>	<b>41,934</b>	<b>41,803</b>	<b>-131</b>	<b>31,371</b>	<b>28,152</b>	<b>-3,220</b>	G
CEF3	<b>CEF Central Costs</b>											
	Gross Expenditure	22,299	540	-1,054	0	21,785	22,281	496	16,339	16,729	390	A
	Gross Income	-464	0	141	0	-323	-323	0	-242	-275	-34	G
		<b>21,835</b>	<b>540</b>	<b>-913</b>	<b>0</b>	<b>21,462</b>	<b>21,958</b>	<b>496</b>	<b>16,097</b>	<b>16,454</b>	<b>356</b>	A
CEF4	<b>Schools</b>											
	Gross Expenditure	421,211	0	-53,866	0	367,345	367,402	57	275,509	265,475	-10,034	G
	Gross Income	-425,591	0	55,152	0	-370,439	-370,439	0	-277,828	-271,882	5,946	G
		<b>-4,380</b>	<b>0</b>	<b>1,286</b>	<b>0</b>	<b>-3,094</b>	<b>-3,037</b>	<b>57</b>	<b>-2,319</b>	<b>-6,407</b>	<b>-4,088</b>	G
	Less recharges within directorate	-3,884				-3,884	-3,884	0			0	G
		3,884				3,884	3,884	0			0	G
	<b>Directorate Expenditure Total</b>	<b>563,507</b>	<b>2,457</b>	<b>-52,565</b>	<b>-13</b>	<b>513,386</b>	<b>513,262</b>	<b>-124</b>	<b>387,874</b>	<b>368,551</b>	<b>-19,323</b>	G
	<b>Directorate Income Total</b>	<b>-457,693</b>	<b>0</b>	<b>51,125</b>	<b>0</b>	<b>-406,568</b>	<b>-406,568</b>	<b>0</b>	<b>-307,838</b>	<b>-301,554</b>	<b>6,284</b>	G
	<b>Directorate Total Net</b>	<b>105,814</b>	<b>2,457</b>	<b>-1,440</b>	<b>-13</b>	<b>106,818</b>	<b>106,694</b>	<b>-124</b>	<b>80,037</b>	<b>66,997</b>	<b>-13,040</b>	G

**Financial Monitoring and Business Strategy Delivery Report**  
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**Budget Monitoring**

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) <i>December 2012</i>	Actual Expenditure (Net) <i>December 2012</i>	Variation to Budget <i>December 2012</i>	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	underspend - overspend + £000 (12)	(13)
SCS1	<b>Adult Social Care</b>											
	Gross Expenditure	199,968	550	-627	0	199,891	198,661	-1,230	149,937	149,479	-459	G
	Gross Income	-45,284	0	-457	0	-45,741	-45,741	0	-34,306	-36,988	-2,682	G
		<b>154,684</b>	<b>550</b>	<b>-1,084</b>	<b>0</b>	<b>154,150</b>	<b>152,920</b>	<b>-1,230</b>	<b>115,631</b>	<b>112,491</b>	<b>-3,140</b>	G
SCS2	<b>Community Safety</b>											
	Gross Expenditure	4,268	12	153	0	4,433	4,323	-110	3,312	3,538	226	A
	Gross Income	-1,196	0	-153	0	-1,349	-1,349	0	-1,012	-1,236	-224	G
		<b>3,072</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>3,084</b>	<b>2,974</b>	<b>-110</b>	<b>2,300</b>	<b>2,302</b>	<b>2</b>	A
SCS3	<b>Quality &amp; Compliance</b>											
	Gross Expenditure	29,753	468	1,963	0	32,184	31,965	-219	21,457	21,207	-250	G
	Gross Income	-1,870	0	-811	0	-2,681	-2,681	0	-1,787	-1,954	-167	G
		<b>27,883</b>	<b>468</b>	<b>1,152</b>	<b>0</b>	<b>29,503</b>	<b>29,284</b>	<b>-219</b>	<b>19,670</b>	<b>19,253</b>	<b>-416</b>	G
SCS4	<b>Community Services</b>											
	Gross Expenditure	9,985	0	-9,985	0	0	0	0	0	0	0	
	Gross Income	-1,184	0	1,184	0	0	0	0	0	0	0	
		<b>8,801</b>	<b>0</b>	<b>-8,801</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
SCS5	<b>Fire &amp; Rescue and Emergency Planning</b>											
	Gross Expenditure	25,480	92	-30	0	25,542	25,564	22	19,156	18,271	-885	G
	Gross Income	-285	0	0	0	-285	-285	0	-213	-303	-90	G
		<b>25,195</b>	<b>92</b>	<b>-30</b>	<b>0</b>	<b>25,257</b>	<b>25,279</b>	<b>22</b>	<b>18,942</b>	<b>17,968</b>	<b>-974</b>	G
	Less recharges within directorate	-10,178				-10,178	-10,178	0			0	G
		10,178				10,178	10,178	0			0	G
	<b>Directorate Expenditure Total</b>	<b>259,276</b>	<b>1,122</b>	<b>-8,526</b>	<b>0</b>	<b>251,872</b>	<b>250,335</b>	<b>-1,537</b>	<b>193,862</b>	<b>192,495</b>	<b>-1,367</b>	G
	<b>Directorate Income Total</b>	<b>-39,641</b>	<b>0</b>	<b>-237</b>	<b>0</b>	<b>-39,878</b>	<b>-39,878</b>	<b>0</b>	<b>-37,319</b>	<b>-40,481</b>	<b>-3,162</b>	G
	<b>Directorate Total Net</b>	<b>219,635</b>	<b>1,122</b>	<b>-8,763</b>	<b>0</b>	<b>211,994</b>	<b>210,457</b>	<b>-1,537</b>	<b>156,543</b>	<b>152,014</b>	<b>-4,529</b>	G

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**Budget Monitoring**

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) <i>December</i> 2012	Actual Expenditure (Net) <i>December</i> 2012	Variation to Budget <i>December</i> 2012	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	underspend - overspend + £000 (12)	(13)
EE1	<b>Highways &amp; Transport</b>											
	Gross Expenditure	54,016	0	-384	0	53,632	53,424	-208	40,223	31,766	-8,457	G
	Gross Income	-11,396	0	0	0	-11,396	-11,276	120	-8,546	-8,258	288	G
		<b>42,620</b>	<b>0</b>	<b>-384</b>	<b>0</b>	<b>42,236</b>	<b>42,148</b>	<b>-88</b>	<b>31,677</b>	<b>23,507</b>	<b>-8,169</b>	G
EE2	<b>Growth &amp; Infrastructure</b>											
	Gross Expenditure	58,464	1,435	-5,181	0	54,718	54,488	-230	41,051	37,728	-3,323	G
	Gross Income	-30,324	0	5,460	0	-24,864	-24,710	154	-18,648	-21,913	-3,265	G
		<b>28,140</b>	<b>1,435</b>	<b>279</b>	<b>0</b>	<b>29,854</b>	<b>29,778</b>	<b>-76</b>	<b>22,404</b>	<b>15,815</b>	<b>-6,588</b>	G
EE3	<b>Oxfordshire Customer Services</b>											
	Gross Expenditure	41,656	419	576	0	42,651	42,928	277	31,989	32,949	960	G
	Gross Income	-41,450	0	528	0	-40,922	-41,018	-96	-30,692	-33,541	-2,849	G
		<b>206</b>	<b>419</b>	<b>1,104</b>	<b>0</b>	<b>1,729</b>	<b>1,910</b>	<b>181</b>	<b>1,297</b>	<b>-592</b>	<b>-1,889</b>	R
EE4	<b>Director's Office</b>											
	Gross Expenditure	6,692	45	87	0	6,824	6,824	0	5,118	5,165	47	G
	Gross Income	0	0	0	0	0	0	0	0	-3	-3	G
		<b>6,692</b>	<b>45</b>	<b>87</b>	<b>0</b>	<b>6,824</b>	<b>6,824</b>	<b>0</b>	<b>5,118</b>	<b>5,162</b>	<b>44</b>	G
	Less recharges within directorate	-16,521				-16,521	-16,521	0			0	G
		16,521				16,521	16,521	0			0	G
	<b>Directorate Expenditure Total</b>	<b>144,307</b>	<b>1,899</b>	<b>-4,902</b>	<b>0</b>	<b>141,304</b>	<b>141,143</b>	<b>-161</b>	<b>118,381</b>	<b>107,608</b>	<b>-10,773</b>	G
	<b>Directorate Income Total</b>	<b>-66,649</b>	<b>0</b>	<b>5,988</b>	<b>0</b>	<b>-60,661</b>	<b>-60,483</b>	<b>178</b>	<b>-57,886</b>	<b>-63,716</b>	<b>-5,830</b>	G
	<b>Directorate Total Net</b>	<b>77,658</b>	<b>1,899</b>	<b>1,086</b>	<b>0</b>	<b>80,643</b>	<b>80,660</b>	<b>17</b>	<b>60,495</b>	<b>43,893</b>	<b>-16,603</b>	G

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**Budget Monitoring**

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) <i>December 2012</i>	Actual Expenditure (Net) <i>December 2012</i>	Variation to Budget <i>December 2012</i>	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	underspend - overspend + £000 (12)	(13)
<b>CEO1</b>	<b>Chief Executive &amp; Business Support</b>											
	Gross Expenditure	2,036	116	-638	0	1,514	1,473	-41	1,136	1,084	-53	A
	Gross Income	-788	0	0	0	-788	-788	0	-591	-597	-6	G
		<b>1,248</b>	<b>116</b>	<b>-638</b>	<b>0</b>	<b>726</b>	<b>685</b>	<b>-41</b>	<b>545</b>	<b>486</b>	<b>-59</b>	R
<b>CEO2</b>	<b>Human Resources</b>											
	Gross Expenditure	1,484	214	281	0	1,979	1,979	0	1,484	1,161	-323	G
	Gross Income	-1,345	0	0	0	-1,345	-1,345	0	-1,009	-1,054	-46	G
		<b>139</b>	<b>214</b>	<b>281</b>	<b>0</b>	<b>634</b>	<b>634</b>	<b>0</b>	<b>475</b>	<b>107</b>	<b>-368</b>	G
<b>CEO3</b>	<b>Corporate Finance &amp; Internal Audit</b>											
	Gross Expenditure	2,429	0	105	0	2,534	2,456	-78	1,900	1,971	71	A
	Gross Income	-2,417	0	106	0	-2,311	-2,311	0	-1,733	-1,800	-67	G
		<b>12</b>	<b>0</b>	<b>211</b>	<b>0</b>	<b>223</b>	<b>145</b>	<b>-78</b>	<b>167</b>	<b>170</b>	<b>4</b>	R
<b>CEO4</b>	<b>Law &amp; Culture</b>											
	Gross Expenditure	6,987	126	9,790	0	16,903	17,059	156	12,707	13,243	536	G
	Gross Income	-4,050	0	-1,211	0	-5,261	-5,261	0	-3,911	-4,875	-964	G
		<b>2,937</b>	<b>126</b>	<b>8,579</b>	<b>0</b>	<b>11,642</b>	<b>11,798</b>	<b>156</b>	<b>8,796</b>	<b>8,368</b>	<b>-428</b>	G
<b>CEO5</b>	<b>Strategy &amp; Communications</b>											
	Gross Expenditure	2,859	52	887	0	3,798	3,603	-195	2,848	2,969	121	R
	Gross Income	-2,492	0	-175	0	-2,667	-2,667	0	-2,000	-2,323	-323	G
		<b>367</b>	<b>52</b>	<b>712</b>	<b>0</b>	<b>1,131</b>	<b>936</b>	<b>-195</b>	<b>848</b>	<b>646</b>	<b>-202</b>	R
<b>CEO6</b>	<b>Corporate &amp; Democratic Core</b>											
	Gross Expenditure	3,691	0	0	0	3,691	3,691	0	2,768	2,710	-58	G
	Gross Income	0	0	0	0	0	0	0	0	0	0	
		<b>3,691</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,691</b>	<b>3,691</b>	<b>0</b>	<b>2,768</b>	<b>2,710</b>	<b>-58</b>	G
	Less recharges within directorate	-3,126				-3,126	-3,126	0			0	G
		3,126				3,126	3,126	0			0	G
	<b>Directorate Expenditure Total</b>	<b>16,360</b>	<b>508</b>	<b>10,425</b>	<b>0</b>	<b>27,293</b>	<b>27,135</b>	<b>-158</b>	<b>22,844</b>	<b>23,137</b>	<b>294</b>	G
	<b>Directorate Income Total</b>	<b>-7,966</b>	<b>0</b>	<b>-1,280</b>	<b>0</b>	<b>-9,246</b>	<b>-9,246</b>	<b>0</b>	<b>-9,245</b>	<b>-10,650</b>	<b>-1,406</b>	G
	<b>Directorate Total Net</b>	<b>8,394</b>	<b>508</b>	<b>9,145</b>	<b>0</b>	<b>18,047</b>	<b>17,889</b>	<b>-158</b>	<b>13,599</b>	<b>12,487</b>	<b>-1,112</b>	G



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**CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CEF	Feb	SEN contribution to Next Steps 12/13	CEF1-2	Additional & Special Educational Needs	T	-150.0	150.0
			CEF1-4	Education	T	150.0	-150.0
		Sixth Form Funding Update	CEF1-2	Additional & Special Educational Needs	T	49.4	-49.4
			CEF4-1	Delegated Budgets	T	-14,574.8	14,574.8
		Dedicated Schools Grant Update	CEF4-1	Delegated Budgets	P	-3,067.0	3,067.0
			CEF4-3	Devolved Schools Costs (including licenses, insurances and redundancy budgets)	P	-15.0	15.0
		Update schools expenditure and income budgets to reflect latest academy conversions and grant allocations	CEF4-1	Delegated Budgets	T	-10,946.3	10,946.3
EE	Feb	Annual academic changes for the Delivery arm of the service.	EE3-6&7	Human Resources and Adult Learning	P	-409.8	409.8
SCS	Feb	Internal Supported Living has been outsourced and the remainder of the Budgets are needed in the Learning Disability Pool to fund the new External Contracts	SCS1-2ABD	Learning Disabilities Non Pool Services	T	-1,824.2	1,824.2
		DoH Dementia Challenge funds for OP Pool Dementia Strategy	SCS1-1ABCF	Older People Non Pool Services	T	0.0	-447.9
			SCS1-1E	Pooled Budget Contributions	T	447.9	0.0
		Telephony budget transfers from Directorates to ICT	SCS1-1E	Pooled Budget Contributions	P	-1.0	0.0
			SCS1-2ABD	Learning Disabilities Non Pool Services	P	0.0	4.9
			SCS1-2C	Pooled Budget Contribution	P	-5.0	0.0
			SCS1-5A	Pooled Budget Contributions	P	-0.1	0.0

**Financial Monitoring and Business Strategy Delivery Report**  
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**CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000	
Inter Directorate	Feb	Transfer of Cultural Services recharges to CEO	CEO4	Law & Culture	P	4,652.4	0.0	
			SCS3-1	Joint Commissioning	P	-4,652.4	0.0	
		Telephony budget transfers from Directorates to ICT	CEO4	Law & Culture	P	-42.6	0.0	
			EE1-1-1-42	Highways & Transport	P	-30.1	0.0	
			EE1-43	Integrated Transport Unit	P	-23.5	0.0	
			EE2-2&3	Planning & Regulation and Infrastructure Planning	P	-3.5	0.0	
			EE2-4	Waste Management	P	-15.3	0.0	
			EE2-5	Business & Skills	P	-3.4	0.0	
			EE2-61-67	Property and Facilities excluding FWT/QCS	P	-52.6	0.0	
			EE3-1	Management Team	P	-23.9	0.0	
			EE3-3	ICT	P	345.4	0.0	
				T	3.5	0.0		
			EE3-4	County Procurement	P	-0.8	0.0	
			EE3-5	Customer Services	P	-3.7	0.0	
			EE3-6&7	Human Resources and Adult Learning	P	-33.4	0.0	
			EE4-1	Director's Office	P	-1.0	0.0	
			SCS1-1ABCF	Older People Non Pool Services	P	-62.0	0.0	
			SCS1-2ABD	Learning Disabilities Non Pool Services	P	-19.7	0.0	
				T	-3.5	3.5		
			SCS1-2C	Pooled Budget Contribution	T	-3.5	0.0	
			SCS1-4	Services For All Client Groups	P	-4.2	0.0	
			SCS2-1	Safer Communities	P	-1.8	0.0	
			SCS2-2	Gypsy & Traveller Services	P	-1.8	0.0	
			SCS2-3	Trading Standards	P	-9.1	0.0	
			SCS3-1	Joint Commissioning	P	-9.1	0.0	
			SCS5-2	Emergency Planning	P	-2.9	0.0	
			Troubled Families Grant 2012/13	CEF2-3	Social Care	P	0.0	1,072.8
				SM	Strategic Measures	P	0.0	-1,072.8
Grand Total						-30,348.1	30,348.1	

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**VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
EE	Dec	Property & Facility Client budget restructure for the new contract	EE2-61-67	Property and Facilities excluding FWT/QCS	T	-847.8	847.8
SCS	Dec	Transfer of the budget for additional staffing from 2011/12 Older People and Physical Disabilities Pooled Budget underspend to Locality Teams (non Pool)	SCS1-1ABC	Older People Non Pool Services	T	300.0	0.0
			SCS1-1E	Pooled Budget Contributions	T	-300.0	0.0
		Temporary Use of Asylum Underspend to Cover Pressures in Locality Teams	SCS1-1ABCF	Older People Non Pool Services	T	160.0	0.0
			SCS1-4	Services For All Client Groups	T	-160.0	0.0
		Temporary Use of HIV Grant Underspend to Cover Pressures in Locality Teams	SCS1-1ABCF	Older People Non Pool Services	T	97.0	0.0
			SCS1-4	Services For All Client Groups	T	-97.0	0.0
		Transfer of Service Agreements budget from Old People Pool to non-Pool to fund commitments	SCS1-1ABCF	Older People Non Pool Services	T	250.0	0.0
			SCS1-1E	Pooled Budget Contributions	T	-250.0	0.0
		Transfer of Order of St John excess rental income from non-Pool to Old People Pool to alleviate budget pressures	SCS1-1ABCF	Older People Non Pool Services	T	0.0	-374.0
			SCS1-1E	Pooled Budget Contributions	T	374.0	0.0
		One-off reduction of OCC contribution to LD Pool. Some funded pressures in 2012.13 no longer required and over achievement of efficiency savings	SCS1-2C	Pooled Budget Contribution	T	-1,842.5	0.0
			SCS1-5A	Pooled Budget Contributions	T	1,842.5	0.0
CEF	Dec	Transfer of budget from Joint Commissioning to alleviate budgetary pressure in the Locality Teams as agreed by Cllr Arash Fatemian	SCS1-1ABCF	Older People Non Pool Services	T	150.0	0.0
			SCS3-1	Joint Commissioning	T	-150.0	0.0
		Create grant income and expenditure budget for social work grant	CEF2-3	Social Care	T	433.4	-433.4
		Update Dedicated Schools Grant totals to reflect latest allocation	CEF4-1	Delegated Budgets	P	-18,318.2	18,318.2
			CEF4-3	Devolved Schools Costs (including licenses, insurances and redundancy budgets)	P	-153.3	153.3

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**VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
Inter-Directorate	Dec	Phase one of the Telephony budget transfers from directorates to ICT - Phase one (CEF and CEO)	CEF3-1	Management & Admin	P	-254.0	0.0
			CEO1	Chief Executive & Business Support	P	-1.4	0.0
			CEO2	Human Resources	P	-3.2	0.0
			CEO3	Corporate Finance & Internal Audit	P	-2.9	0.0
			CEO4	Law & Culture	P	-39.7	0.0
			CEO5	Strategy & Communications	P	-2.5	0.0
			EE3-3	ICT	P	303.7	0.0
Inter-Directorate	Dec	2012/13 Transfer of cleaning budgets from Directorates to Property & Facilities	CEF1-3	Early Intervention	P	-142.2	0.0
					T	35.6	0.0
			CEF2-2	Corporate Parenting	P	-9.9	0.0
					T	2.5	0.0
			CEF2-6	Youth Offending Service	P	-6.0	0.0
					T	1.5	0.0
			CEF4-3	Devolved Schools Costs (including licenses, insurances and redundancy budgets)	P	-25.6	25.6
					T	6.4	-6.4
			CEF4-4	DSG Income	P	25.6	-25.6
					T	-6.4	6.4
			CEO4	Law & Culture	P	-329.4	0.0
					T	82.4	0.0
			EE1-1-1-42	Highways & Transport	P	-27.7	0.0
					T	6.9	0.0
			EE1-43	Integrated Transport Unit	P	-8.6	0.0
					T	2.2	0.0
			EE2-2&3	Planning & Regulation and Infrastructure Planning	P	-8.3	0.0
					T	2.1	0.0
			EE2-61-67	Property and Facilities excluding FWT/QCS	P	742.3	-28.5
					T	-98.3	7.1
			EE3-3	ICT	P	-7.9	0.0
					T	2.0	0.0
			EE3-5	Customer Services	P	-5.3	0.0
					T	1.3	0.0
			EE3-6&7	Human Resources and Adult Learning	P	-41.2	0.0
					T	10.3	0.0
			SCS1-1ABCF	Older People Non Pool Services	T	-40.3	0.0
			SCS1-2ABD	Learning Disabilities Non Pool Services	T	-47.0	0.0
			SCS5-1	Fire & Rescue Service	P	-124.0	0.0
					T	31.0	0.0
			SCS5-2	Emergency Planning	P	-3.3	0.0
					T	0.8	0.0

**Financial Monitoring and Business Strategy Delivery Report**  
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**VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
		Correct virement for 2012/13 transfer of cleaning budgets from Directorates to Property & Facilities	EE2-61-67	Property and Facilities excluding FWT/QCS	T	-2.1	0.0
			SCS1-1ABCF	Older People Non Pool Services	T	-3.8	0.0
			SCS1-2ABD	Learning Disabilities Non Pool Services	T	5.9	0.0
Grand Total						-18,490.5	18,490.5

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**Supplementary Estimates**

**SUPPLEMENTARY ESTIMATES REQUESTED THIS REPORT**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CEF	Feb	For Cabinet to note: Return numeracy and literacy skills pilot scheme carry forward to balances	CEF2-3	Social Care	T	-13.0	0.0
SCS	Feb	Supplementary estimate required to transfer two unused reserves to Council balances.	SCS1-1E	Pooled Budget Contributions	T	-86.2	0.0
Grand Total						-99.2	0.0

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**EARMARKED RESERVES**

Earmarked Reserves	Balance at 1 April 2012 £000	2012/13 Movement		Balance at 31 March 2013 £000	October 2012 Balance at 31 March 2013 £000	Change in Closing Balance Forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
<b>Children, Education &amp; Families</b>							
Primary	18,085	-9,671	269	8,683	8,683	0	
Secondary	9,469	-7,246	82	2,305	2,305	0	
Special	1,745	-880	28	893	893	0	
<b>Sub-total schools' revenue reserves</b>	<b>29,299</b>	<b>-17,797</b>	<b>379</b>	<b>11,881</b>	<b>11,881</b>	<b>0</b>	Updated in line with latest academy conversions and schools budget monitoring.
School Loans	-902	-400	702	-600	-600	0	Includes new loan during the year to Langtree School which converted to be an academy on 1 April 2012.
<b>Sub Total</b>	<b>28,397</b>	<b>-18,197</b>	<b>1,081</b>	<b>11,281</b>	<b>11,281</b>	<b>0</b>	
Schools' Contingency	11			11	11	0	
Schools' Partnerships	247			247	247	0	
Schools' Insurance	276	-23		253	276	-23	
Supply Cover	-23		23	0	-23	23	
<b>Total Schools' Reserves</b>	<b>28,908</b>	<b>-18,220</b>	<b>1,104</b>	<b>11,792</b>	<b>11,792</b>	<b>0</b>	Projections will be updated next month.
<u>Self-Financing Services</u>							
Residential Centres	117	-109		8	15	-7	To be used as required in future years.
ICT Service	65	-65	30	30	0	30	To be used as required in future years.
Governor Services	115			115	115	0	To be used as required in future years.
Roundabout Daycare	0		40	40	0	40	To be used in 2013/14 to meet any shortfall in income.
Forest School Training	48	-48	30	30	0	30	To be used as required in future years.
Safeguarding Board	282	-51	39	270	249	21	£0.083m is ring fenced Child Death Overview Panel (CDOP) funding, of this £0.055m will be invoiced this year. Remainder to be used to fund the service in future years
Joint Use Reserve	319		200	519	319	200	To be used as required in future years.
Primary Traded Service	0		20	20	0	20	New reserve requested on 18 December 2012. To be used as required in future years.
<u>Equipment &amp; Vehicles Reserve</u>							
Oxfordshire Rural Children's Centres	28		22	50	50	0	To be used as required in future years to maintain and replace rural children's centre vehicles over a 10 year cycle.
Youth Management Committee	291	-154		137	252	-115	To be used in 2013/14 and 2014/15 for renovation work at Blackbird Leys satellite and Riverside, and Duke of Edinburgh projects.
North Oxfordshire Children's Centre (capital)	79	-74		5	5	0	Contribution to proposed capital works (minor extension and alterations) taking place in 2012/13.
<u>Projects</u>							
ICT Projects	999	-999		0	14	-14	Funding for Framework-I floorwalker. The funding for the Framework I developments, Youth Offending Information System, Single Child Record project and Information Management has now been transferred to E&E as ICT will be managing these projects.
Joint Working with Police	622	-119		503	503	0	To fund a two year project due to anticipated increase in referrals and work . Planned to be spent by March 2014.
School Intervention Fund	1,861	-1,861	617	617	0	617	For school improvement projects in line with Education Strategy. Planned to be spent in 2013/14.
Thriving Families			800	800	0	800	To fund Thriving Families project in 2013/14 and 2014/15.
Children's Social Care			195	195	0	195	New reserve requested on 18 December 2012. To be used in 2013/14.

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Earmarked Reserves	Balance at 1 April 2012 £000	2012/13 Movement		Balance at 31 March 2013 £000	October 2012 Balance at 31 March 2013 £000	Change in Closing Balance Forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
<u>Other</u>							
Foster Carer Loans	204		17	221	221	0	To meet Children's Act loans write off and interest costs in future years.
Academies Conversion Support	600	-600	649	649	331	318	To manage the costs arising in legal services, human resources, property, finance and other areas as a consequence of school conversions to academies, and to provide the opportunity to investigate and implement alternate trust structures for groups of schools considering conversion to academies.
School amalgamations	140			140	140	0	To fund costs incurred by the local authority associated with school amalgamations. These potential amalgamations include the merger of attached nurseries into the associated primary school and the merger of separate infant and junior schools into an all-through primary.
Staff Training & Development	158		68	226	158	68	Balance of funding agreed by Council in February 2011 for training and staff development towards new ways of working following restructure within CEF. Balance of apprentice carry forward funding. All to be spent during 2013/14.
Pay Protection Costs	0		437	437	442	-5	To meet pay protection costs over next 5 years.
Early Intervention Service (EIS) Reserve : Equipment	369		15	384	384	0	(previously called Early Intervention Service Equipment Reserve) To be used as required in future years for maintenance and replacement of equipment across all hubs e.g. minibuses, portable climbing wall.
East Street Children's Centre			40	40	0	40	To meet costs in 2013/14 associated with staff TUPE'd across to the East Street Children's Centre in Banbury.
Teens & Toddlers Project		-23	100	77	77	0	To meet contractual costs due in 2013/14.
TRIO & Guideposts			117	117	112	5	To meet contractual costs due in 2013/14.
Art Room Project			0	0	0	0	Self-financing project. Contribution expected to be made at year end.
Relocation Allowances			116	116	120	-4	To pay relocation allowances until 31 August 2015.
<u>Grants and contributions</u>							
Dedicated Schools Grant	4,717	-1,771	4,628	7,574	5,492	2,082	To be spent within the schools budget. Schools Forum have agreed the use of £1.771m. A report on the remaining balance is being taken to Schools Forum on 6 December 2012.
National Citizen Service	21	-21		0	0	0	Grant funding.
Therapeutic Service	85	-85		0	0	0	Funding from PCT.
Young Carers	80	-80		0	0	0	Funding from PCT.
Reducing youth homelessness	49			49	0	49	Funding from Cherwell DC/DCLG.
National Council for School Leadership	10	-10		0	0	0	Grant funding.
British Council Grant	11	-11		0	0	0	Funding for International Office.
Thriving Families (Troubled Families grant)			200	200	0	200	Funding from DCLG. To be spent in 2013/14.
Social Work Improvement Fund			250	250	0	250	Funding from DfE to be spent on social worker training.
<b>Total Non-Schools Reserves</b>	<b>11,270</b>	<b>-6,081</b>	<b>8,630</b>	<b>13,819</b>	<b>8,999</b>	<b>4,820</b>	
<b>CEF Directorate Total</b>	<b>40,178</b>	<b>-24,301</b>	<b>9,734</b>	<b>25,611</b>	<b>20,791</b>	<b>4,820</b>	
<b>Social &amp; Community Services</b>							
Older People Pooled Budget and Learning Disabilities	6,238	-5,186	2,677	3,729	1,052	2,677	To be used in future years as agreed by the Joint Management Group
Pooled Budget Reserve							
OSJ Client Income Reserve	64			64	64	0	Reserve to provide for client income refunds
Personal Budgets	0			0	0	0	Used to hold under-spends from Personal Budget Allocations no longer required.
S117 Reserve	23			23	23	0	Reserve set up in 2008/9 to cover any S117 re-assessments.
Grants & Contributions	800	-800		0	0	0	



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**EARMARKED RESERVES**

Earmarked Reserves	2012/13			Balance at 31 March 2013 £000	October 2012 Balance at 31 March 2013 £000	Change in Closing Balance Forecast £000	Commentary
	Balance at 1 April 2012 £000	Contributions from Reserve £000	Contributions to Reserve £000				
<b>Fire &amp; Rescue</b>							
Securing Water Supplies	70	-70		0	0	0	To be used for unbudgeted fire hydrant work
Protective Clothing	65			65	65	0	Replacement of personal protective clothing
Breathing Apparatus Equipment	230			230	230	0	Renewal of breathing apparatus equipment
Communications Fund	123			123	123	0	Renewal of communications equipment
Vehicles	590	-930	870	530	530	0	Planned renewal of the the Fire & Rescue vehicles.
IT	73			73	73	0	Renewal of IT equipment
Rescue Equipment	26		50	76	76	0	Renewal of Rescue equipment
Fire Control	1,085			1,085	1,085	0	Funding of the proposed joint Oxfordshire / Berkshire Fire Control Centre. Includes specific revenue grant for this programme.
Fire Link	139			139	139	0	Renewal of Rescue equipment
New Dimensions	50	-50		0	0	0	For costs relating to the ownership of New Dimensions specialist vehicles
<b>Emergency Planning</b>							
Vehicle Renewals	42			42	42	0	Renewal of Emergency Planning vehicles
<b>Safer Communities</b>							
Grants & Contributions	26			26	26	0	Contributions from district councils and other partners for Domestic Homicide Review
<b>Trading Standards</b>							
Vehicles Replacement Reserve	7		12	19	19	0	Renewal of Trading Standards vehicles
General Reserve	15			15	15	0	To be used for costs of complex investigations (e.g. expert witnesses)
Trading Standards Reserve	12	-12		0	0	0	To fund trainee costs
Gypsy & Traveller Services - Site Refurbishment	128	-64		64	64	0	To be used for works at the Redbridge site.
<b>SCS Directorate Total</b>	<b>9,806</b>	<b>-7,112</b>	<b>3,609</b>	<b>6,303</b>	<b>3,626</b>	<b>2,677</b>	
<b>Environment &amp; Economy</b>							
Vehicle Renewals	65			65	65	0	To fund future replacement of vehicles
<b>Highways &amp; Transport</b>							
Highways Winter Maintenance	18			18	18	0	
Transport	250			250	250	0	
Tourism Signs	102			102	102	0	
Area Stewardship	413		200	613	1,013	-400	To manage the funding available for the Area Stewardship scheme
On Street Car Parking	1,990	-1,807	1,900	2,083	1,695	388	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Cotswold & Malvern TP Reserve	15			15	15	0	
Grants and Contributions - Community Transport	523	-138		385	331	54	£523k Community Transport grant
<b>Growth &amp; Infrastructure</b>							
Countryside Ascot Park	19		1	20	19	1	
Carbon Reduction	60			60	60	0	
SALIX Repayments	16			16	16	0	
Dix Pit WRC Development	13			13	13	0	
Oxfordshire Waste Partnership Joint Reserve	102			102	102	0	This reserve holds the revenue proportion of the unutilised element of the performance reward grant secured by the Oxfordshire Waste Partnership (OWP)
Dix Pit Engineering Works	567	-47	167	687	734	-47	To fund engineering work at Dix Pit waste management site
Waste Management	2,007		794	2,801	2,801	0	To fund future initiatives to minimise the potential impact of Landfill Allowance Trading Scheme fines and future contract costs
Landfill Allowance Trading Scheme	0			0	0	0	This reserve represents the value of unused Landfill Allowances under the Landfill Allowance Trading Scheme. LATS finish in 2012/13
Capital Salaries transfer	53	-53		0	53	-53	

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Earmarked Reserves	2012/13			Balance at 31 March 2013 £000	October 2012 Balance at 31 March 2013 £000	Change in Closing Balance Forecast £000	Commentary
	Balance at 1 April 2012 £000	Contributions from Reserve £000	Contributions to Reserve £000				
Property Disposal Costs	159			159	159	0	To meet disposal costs in excess of the 4% eligible to be charged against capital receipts
Developer Funding (Revenue)	237			237	237	0	To meet the costs of monitoring Section 106 agreements
West End Partnership	137	-58		79	79	0	This reserve is to ring-fence funding relating to the West End Project
Food with Thought / QCS Cleaning	1,471			1,471	1,471	0	To be used to invest in the business plus a contingency for unforeseen costs
Asset Rationalisation			487	487	728		NEW RESERVE - Investment fund for the implementation of the asset rationalisation strategy
Minerals and Waste Project			151	151	60	91	NEW RESERVE - To fund the Minerals and Waste project
Grants and Contributions - Countryside Services	193	-80	1	114	106	8	£193k Countryside Services Grants
<b><i>Oxfordshire Customer Services</i></b>							
Development Reserve	1,069	-147		922	922	0	Used to fund projects which will contribute to the business strategy
Money Management Reserve	70			70	70	0	Contingency in case of an overspend if income received is less than budget
Oxfordshire - Buckinghamshire partnership	206			206	206	0	This reserve is to ring-fence funding for the Oxfordshire & Buckinghamshire Partnership graduate teacher training programme
Customer Service Centre Reserve	1,892	-400		1,492	1,492	0	Project funding
Schools ICT	10	-10		0	0	0	Funding for the further development of a Learning Platform for Schools
ICT projects	1,166	-1,166	943	943	943	0	Used to fund the costs of major ICT projects
Grants and Contributions - CSC	64	-64		0	0	0	£64k Customer Services Centre
<b>EE Directorate Total</b>	<b>12,887</b>	<b>-3,970</b>	<b>4,644</b>	<b>13,561</b>	<b>13,760</b>	<b>-199</b>	
<b>Chief Executive's Office</b>							
<u>Chief Executive &amp; Business Support</u>							
Change Fund	771	-612		159	159	0	For projects that meet criteria set by the Chief Executive for modernisation and change
Big Society Fund	163	-163		0	0	0	Balance of the 2011/12 Big Society Fund to be used in 2012/13
<u>Corporate Finance &amp; Internal Audit</u>						0	
CIPFA Trainees	58			58	58	0	This provides cover for any unbudgeted CIPFA trainee costs - pay costs fluctuate according to the
FMSIS Audit	0			0	0	0	To be used for school audits
<u>Human Resources</u>							
Change Management & New Ways of Working	160	-160		0	0	0	To support the project as it continues in 2012/13
<u>Law &amp; Governance Services</u>							
Coroner's Service	133			133	133	0	To support various projects that will be completed by 2014
Council Elections	333		204	537	537	0	This will be used for the 2013 election. In years where no County Elections take place any
Registration Service	553			553	553	0	To be used for refurbishing the Registration buildings and facilities
Cultural Services:							
Cultural Services General	133	-58	59	134	140	-6	Reserve includes: Village Hall Grants £67k, Libraries reserve £10k, Museums £23k and Cultural loans £33k
ICT/Digitisation projects	983	-113	132	1,002	681	321	To be used to update software & hardware to maintain an effective library management system.
Vehicle Renewals	179		52	231	231	0	Library vehicle renewal fund
Donations	54			54	54	0	Donations from the public to Heritage & Arts for the Museums Service and Oxford Records Office
Library Strategy		-10	82	72	60	12	NEW RESERVE - To support the delivery of the library strategy
<b>CEO Directorate Total</b>	<b>3,520</b>	<b>-1,116</b>	<b>529</b>	<b>2,933</b>	<b>2,606</b>	<b>327</b>	

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**EARMARKED RESERVES**

	2012/13				October 2012	
Earmarked Reserves	Balance at 1 April 2012 £000	Movement		Balance at 31 March 2013 £000	Balance at 31 March 2013 £000	Change in Closing Balance Forecast £000
		Contributions from Reserve £000	Contributions to Reserve £000			
<b>Corporate</b>						
Grants and Contributions	624			624	624	0
Insurance Reserve	3,459			3,459	3,459	0
Carry Forward Reserve	8,410	-8,410	1,802	1,802	1,467	335
Capital Reserve	16,942		2,328	19,270	17,942	1,328
Rolling Fund Reserve	578		1,068	1,646	1,646	0
Other Reserves	-1			-1	-1	0
LABGI Reserve	435	-244		191	191	0
Budget Reserve - Agreed 2009	4,361	-1,020		3,341	3,341	0
Efficiency Reserve	10,829	-1,202	9,840	19,467	20,118	-651
Prudential Borrowing Reserve	5,033	-98	1,250	6,185	6,283	-98
<b>Corporate Total</b>	<b>50,670</b>	<b>-10,974</b>	<b>16,288</b>	<b>55,984</b>	<b>55,070</b>	<b>914</b>
<b>Total</b>	<b>117,061</b>	<b>-47,473</b>	<b>34,804</b>	<b>104,392</b>	<b>95,853</b>	<b>8,539</b>

Commentary	

**Financial Monitoring and Business Strategy Delivery Report**  
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**Year End Revenue Balances**

Date	Forecast 2012/13 £m	£m	Budget 2012/13 £m
Outturn 2011/12	13.893		13.734
County Fund Balance	<b>13.893</b>		<b>13.734</b>
Planned Contribution to Balances	2.800		2.800
<b>Original forecast outturn position 2012/13</b>	<b>16.693</b>		<b>16.534</b>
<b>Additions</b> Return numeracy and literacy skills pilot scheme carry forward to balances	0.013		
<b>Calls on balances deducted</b>	0.013	0.000	0.000
Total calls on balances		0.000	-2.000
<b>Automatic calls on/returns to balances</b>		0.000	
<b>Additional Strategic Measures</b>		0.000	
<b>Other Items</b>		0.000	
<b>Net Balances</b>	<b>16.706</b>	<b>14.534</b>	
<b>Total Gross Expenditure Budget</b>	<b>972.873</b>	<b>972.873</b>	
<b>Balances as a % of Gross Expenditure</b>	<b>1.72%</b>	<b>1.49%</b>	
<b>Net Balances</b>	<b>16.706</b>		
<b>Calls on / returns to balances agreed but not actioned</b>			
<b>Calls on / returns to balances requested in this report</b> Supplementary estimate required to transfer two unused S&CS reserves to Council balances	0.086		
	0.000		
	0.086		
<b>Revised Outturn position</b>	<b>16.792</b>		

**Consolidated Revenue Balances**  
Outturn 2011/12  
Less forecast year end balances as at July 2012  
Forecast movement on County Fund Balance

13.893  
-16.706  
-2.813

**Financial Monitoring and Business Strategy Delivery Report**  
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**Ringfenced Government Grant Details - 2012/13**

Directorate	Budget Book		In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this month	Latest Allocation
	£m	£m			
Children, Education & Families					
<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		-0.140	0.935
Children's Centres Payment by Results	0.000			0.135	0.135
Dedicated Schools Grant					
2012/13 Allocation	379.789	-54.450			325.339
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	0.068			0.068
Education Funding Agency – Sixth Form Funding	27.608	-14.670			12.938
Education Funding Agency – SEN	0.491	0.145			0.636
Youth Justice Board	0.924	-0.051		0.003	0.876
<b>Sub total Ringfenced Grants</b>	<b>419.643</b>	<b>-70.001</b>		<b>-0.002</b>	<b>349.640</b>
<b>Unringfenced Grants</b>					
Thriving Families - Co-ordinator funding	0.000	0.100			0.100
Thriving Families - Attachment Fee	0.000	0.842		0.131	0.973
<b>Sub total Unringfenced Grants</b>	<b>0.000</b>	<b>0.942</b>		<b>0.131</b>	<b>1.073</b>
<b>Total Children, Education &amp; Families</b>	<b>419.643</b>	<b>-69.059</b>		<b>0.129</b>	<b>350.713</b>
Environment & Economy					
Skills Funding Agency - Adult Education	3.820	0.264		0.030	3.820
Education Funding Agency (Formerly the YPLA)				0.125	0.125
DCLG (Local Enterprise Partnership Funding)				0.081	0.310
Natural England	0.229			0.008	0.008
Environmental Agency					
<b>Total Environment &amp; Economy</b>	<b>4.049</b>	<b>0.264</b>		<b>0.244</b>	<b>4.557</b>
<b>Total</b>	<b>423.692</b>	<b>-68.795</b>		<b>0.373</b>	<b>355.270</b>

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**Pooled Budgets**

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

Original Budget £m	Latest Budget £m		Forecast Variance December 2012 £m	Forecast Variance October 2012 £m	Change in Variance £m
		<b>Council Elements</b>			
		<b>Older People</b>			
49.644	50.768	Care Homes	+2.388	+2.174	+0.214
26.968	30.272	Community Support Purchasing Budget	-3.106	-1.819	-1.287
		Transfer underspend to reserves	+0.000	+0.000	+0.000
<b>76.612</b>	<b>81.040</b>	<b>Total Older People</b>	<b>-0.718</b>	<b>0.355</b>	<b>-1.073</b>
		<b>Physical Disabilities</b>			
2.622	2.998	Care Homes	+0.172	+0.154	+0.018
6.158	5.922	Community Support Purchasing Budget	-0.221	+1.688	-1.909
<b>8.780</b>	<b>8.920</b>	<b>Total Physical Disabilities</b>	<b>-0.049</b>	<b>+1.842</b>	<b>-1.891</b>
0.886	1.025	<b>Equipment</b>	+0.547	+0.517	+0.030
<b>86.278</b>	<b>90.985</b>	<b>Total Council Elements</b>	<b>-0.220</b>	<b>+2.714</b>	<b>-2.934</b>
		<b>PCT Elements</b>			
24.549	24.458	Older People	+3.219	+3.206	+0.013
6.331	6.625	Physical Disabilities	+0.196	+0.131	+0.065
0.308	0.920	Equipment	+0.190	+0.180	+0.010
<b>31.188</b>	<b>32.003</b>	<b>Total PCT Elements</b>	<b>+3.605</b>	<b>+3.517</b>	<b>+0.088</b>
<b>117.466</b>	<b>122.988</b>	<b>Total Older People, Physical Disabilities and Equipment Pool</b>	<b>+3.385</b>	<b>+6.231</b>	<b>-2.846</b>

Financial Monitoring and Business Strategy Delivery Report  
CABINET - 26 February 2013

Pooled Budgets

Learning Disabilities Pool

Original Budget £m	Latest Budget £m		Forecast Variance December 2012 £m	Forecast Variance October 2012 £m	Change in Variance £m
		<b>Council Elements</b>			
50.78	50.958	Personal Budgets	-0.968	-2.512	+1.544
16.050	13.083	Other Services	+0.024	+0.003	+0.021
<b>66.830</b>	<b>64.041</b>	<b>Total Council Elements</b>	<b>-0.944</b>	<b>-2.509</b>	<b>+1.565</b>
<b>12.346</b>	<b>12.075</b>	<b>Total PCT Elements</b>	<b>-0.064</b>	<b>-0.291</b>	<b>+0.227</b>
<b>79.176</b>	<b>76.116</b>	<b>Total Learning Disabilities Pool</b>	<b>-1.008</b>	<b>-2.800</b>	<b>+1.792</b>

**December Financial Monitoring & Business Strategy Delivery Report**  
**CABINET 26 February 2013**  
**Oxfordshire County Council's Treasury Management Lending List**  
as at 5 February 2013

Counterparty Name	Lending Limits			
	Standard Limit £	Group Limit £	Group	Period Limit
<b><u>PENSION FUND Call Accounts / Money Market Funds</u></b>				
Santander UK plc - PF A/c				O/N
Lloyds TSB Bank plc - Callable Deposit A/c (OXFORDCCPEN)				12 mths
Royal Bank of Scotland Liquidity Select A/c				O/N
Ignis Sterling Liquidity Fund - (Pension Fund)				6 mths
<b><u>Call Accounts / Money Market Funds</u></b>				
Santander UK plc - Main A/c	5,000,000	5,000,000	a	O/N
Lloyds TSB Bank plc - Callable Deposit A/c	25,000,000	25,000,000	b	12 months
Royal Bank of Scotland - Call A/c	10,000,000			O/N
Svenska Handelsbanken - Call A/c	25,000,000	25,000,000	c	100 days
Goldman Sachs Sterling Liquid Reserves Fund	25,000,000			6 mths
Deutsche Managed Sterling Fund	25,000,000			6 mths
Prime Rate	9,000,000			6 mths
Ignis Sterling Liquidity Fund - (County Council)	25,000,000			6 mths
Morgan Stanley Sterling Liquidity Fund	2,000,000			O/N
Legal and General Investment Management	25,000,000			6 mths
<b><u>Money Market Deposits</u></b>				
Santander UK plc Time Deposit Facility	5,000,000	5,000,000	a	O/N
Bank of Montreal	25,000,000			12 mths
Bank of Nova Scotia	25,000,000			12 mths
Barclays Bank Plc	15,000,000			6 mths
Canadian Imperial Bank of Commerce	25,000,000			12 mths
Commonwealth Bank of Australia	25,000,000			12 mths
DBS Bank (Development Bank of Singapore)	25,000,000			12 mths
Debt Management Account Deposit Facility	100% Portfolio			6 mths
English, Welsh and Scottish Local Authorities (limit applies to individual authorities)	25,000,000			3 years
HSBC Bank plc	25,000,000			12 mths
JP Morgan Chase Bank	15,000,000			6 mths
Lloyds TSB Bank plc	25,000,000	25,000,000	b	12 mths
National Australia Bank	25,000,000			12 mths
National Bank of Canada	10,000,000			6 mths



**December Financial Monitoring & Business Strategy Delivery Report**  
**CABINET 26 February 2013**  
**Oxfordshire County Council's Treasury Management Lending List**  
as at 5 February 2013

Counterparty Name	Lending Limits			
	Standard Limit £	Group Limit £	Group	Period Limit
Nationwide Building Society	15,000,000			6 mths
Oversea-Chinese Banking Corp	25,000,000			12 mths
Royal Bank of Canada	25,000,000			6 mths
Royal Bank of Scotland	10,000,000			O/N
Standard Chartered Bank	25,000,000			3 mths
Svenska Handelsbanken	25,000,000	25,000,000	c	6 mths
Toronto-Dominion Bank	25,000,000			12 mths
United Overseas Bank	25,000,000			12 mths

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## Financial Monitoring Report December 2012 - Cabinet 26th February 2013

Directorate	Latest Approved Capital Programme (Cabinet 29 January 2013)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2012)		
	Current Year	Future Years	Total	Current Year	Future Years	Total	Current Year	Future Years	Total	Actual expenditure to date	Commitments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Children, Education & Families 1 - OCC	22,551	144,070	166,621	21,551	144,070	165,621	-1,000	0	-1,000	9,220	3,038	43%	57%	20,102	1,449	7%
Social & Community Services	3,615	21,433	25,048	3,615	30,158	33,773	0	8,725	8,725	1,115	1,546	31%	74%	3,041	574	19%
Environment & Economy 1 - Transport	20,350	68,202	88,552	19,873	69,791	89,664	-477	1,589	1,112	8,810	5,200	44%	70%	24,115	-4,242	-18%
Environment & Economy 2 - Other Property Development Programmes	1,276	27,575	28,851	1,101	27,750	28,851	-175	175	0	418	256	38%	61%	2,314	-1,213	-52%
Chief Executive's Office	1,021	1,731	2,752	1,021	1,731	2,752	0	0	0	678	277	66%	94%	835	186	22%
Total Directorate Programmes	48,813	263,011	311,824	47,161	273,500	320,661	-1,652	10,489	8,837	20,241	10,317	44%	65%	50,407	-3,246	-6%
Schools Local Capital	5,207	8,966	14,173	5,207	8,966	14,173	0	0	0	4,300	0	83%	83%	5,155	52	1%
Earmarked Reserves	0	69,146	69,146	0	69,426	69,426	0	280	280					70	-70	-100%
OVERALL TOTAL	54,020	341,123	395,143	52,368	351,892	404,260	-1,652	10,769	9,117	24,541	10,317	47%	67%	55,632	-3,264	-6%

## Financial Monitoring Report December 2012 - Cabinet 26th February 2013

## In-year Expenditure Forecast Variations

Project / Programme Name	Previous 2012/2013 Forecast* £'000	Revised 2012/2013 Forecast £'000	Variation £'000	Comments
<b>Children, Education &amp; Families Capital Programme</b>				
School Structural Maintenance (Inc Health & Safety)	5,531	5,031	-500	Budget provision of £0.5m to earmarked reserves pending the assurance of the 13/14 programme.
Schools Energy Reduction Programme	740	240	-500	Budget provision of £0.5m to earmarked reserve pending the assurance of the 13/14 programme.
<b>CEE&amp;F TOTAL IN-YEAR VARIATION</b>			<b>-1,000</b>	
<b>Environment &amp; Economy - Highways &amp; Transport Capital Programme</b>				
Thornhill Park & Ride Extensions	1,800	1,519	-281	Lease agreement for the land delayed (now signed). Now on site. £281k of grant agreed to be deferred by DfT.
Didcot Station Forecourt	1,534	1,658	124	Cost increase due to asbestos.
Bridges	1,523	1,323	-200	The scope of the Wheatley River Bridge was expanded and part of this work will take place in the next financial year.
A4130 Bix dual carriageway	180	382	202	Re-profiling of the work and spend schedule.
Small Variations			-322	
<b>TRANSPORT TOTAL IN-YEAR VARIATION</b>			<b>-477</b>	
<b>Environment &amp; Economy Capital Programme (excluding Transport)</b>				
Alkerton WRC	200	25	-175	On hold until Autumn 2013 awaiting results of a trial.
<b>E&amp;E TOTAL IN-YEAR VARIATION</b>			<b>-175</b>	
<b>CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION</b>			<b>-1,652</b>	

\*As approved by Cabinet

## Financial Monitoring Report December 2012 - Cabinet 26th February 2013

## New Schemes &amp; Budget Changes

Project / Programme Name	Previous Total Budget* £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
<b>Children, Education &amp; Families Capital Programme</b>				
School Structural Maintenance (inc Health & Safety)	25,148	24,648	-500	Future years are subject to confirmation of the level of capital maintenance grant and priority approval. Budget provision of £0.5m to earmarked reserves pending the assurance of the 13/14 programme.
Schools Energy Reduction Programme	3,740	3,240	-500	Budget provision of £0.5m to earmarked reserve pending the assurance of the 13/14 programme.
<b>CE&amp;F TOTAL PROGRAMME SIZE VARIATION</b>			<b>-1,000</b>	
<b>Social And Community Services Capital Programme</b>				
HOPs Phase 1 - New Builds	9,553	10,503	950	Increase approved at the January 2013 Cabinet meeting
Townlands Care Home, Henley	0	7,775	7,775	Funding for this project approved at the January 2013 Cabinet meeting.
<b>S&amp;CS TOTAL PROGRAMME SIZE VARIATION</b>			<b>8,725</b>	
<b>Environment &amp; Economy - Highways &amp; Transport Capital Programme</b>				
Integrated Transport Future Programme- LTP3	1,179	1,924	745	Budget provision transferred from Earmarked Reserves now a firm programme of works is in place.
Carriageway Schemes (non-principal roads)	15,731	15,535	-196	
Surface Treatments	18,021	18,197	176	
Small Variations			387	
<b>TRANSPORT TOTAL PROGRAMME SIZE VARIATION</b>			<b>1,112</b>	
<b>Environment &amp; Economy Capital Programme (excluding Transport)</b>				
<b>E&amp;E TOTAL PROGRAMME SIZE VARIATION</b>			<b>0</b>	
<b>CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION</b>			<b>8,837</b>	

\*As approved by Cabinet

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December Financial Monitoring & Business Strategy Delivery Report  
CABINET 26 February 2013

Heritage Services and Oxfordshire Customer Services - Review of Charges 2013/14

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2012/13		2013/14		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2012/13 Total £000	Expected Income 2013/14 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)							
CEO4-9 CEO4-92	CULTURAL SERVICES Heritage Services	D	To recover costs but remain competitive.	<b>OHC DIGITAL IMAGING</b>												
				Digital Image Prints												
				- per copy on A4 (or smaller)		01/10/2011	£4.00	01/04/2013	£4.17	4.3%	Inflation		6	3	-3	SR
				- per copy on A3 paper		01/10/2011	£4.00	01/04/2013	£4.17	4.3%						SR
				<b>Copies of Archive and Local Studies</b>												
				Sources created to order												
				- per copy on A4 (or smaller)		01/10/2011	£7.00	01/04/2013	£6.67	-4.7%	Technology has made work easier; reducing prices should increase orders		6	0	-6	SR
				- per copy on A3 paper		01/10/2011	£10.00	01/04/2013	£6.67	-33.3%						SR
				<b>Photo paper Digital Prints</b>												
				- per copy on A4 (or smaller)		01/10/2011	£10.00	01/10/2011	£10.00	0.0%						SR
				- per copy on A3 paper		01/10/2011	£10.00	01/10/2011	£10.00	0.0%						SR
				<b>Create Digital Images</b>												
				Low Resolution PDF or JPEG												
				- per copy on A4 (or smaller)		01/10/2011	£1.00	01/10/2011	£1.00	0.0%						SR
				- per copy on A3 paper		01/10/2011	£1.00	01/10/2011	£1.00	0.0%						SR
				<b>High Resolution</b>												
				- per copy on A4 (or smaller)		01/10/2011	£10.00	01/10/2011	£10.00	0.0%						SR
				- per copy on A3 paper		01/10/2011	£10.00	01/10/2011	£10.00	0.0%		Max 3MB for E-mail transmission, transfer to CD-R charged extra as per below.				SR
				<b>Other</b>												
				- Use of USB Memory Stick per day		01/10/2011	£4.00	01/10/2011	£4.00	0.0%						SR
				- Use of USB Memory Stick per week		01/10/2011	£12.00	01/10/2011	£12.00	0.0%						SR
				- Use of Digital Camera per day		01/10/2011	£4.00	01/10/2011	£4.00	0.0%						SR
				- Use of Digital Camera per week		01/10/2011	£12.00	01/10/2011	£12.00	0.0%						SR
				Transfer to CD-R		01/10/2011	£12.00	01/10/2011	£12.00	0.0%						SR
		D	To meet costs and income target.	<b>MRC DIGITAL IMAGING</b>												
				Provide digital image												
				- per item		01/10/2012	£7.50	01/10/2012	£7.50	0.0%						SR
				- up to 10 on CD		01/04/2007	£50.00	01/04/2007	£50.00	0.0%						SR
				Provide print												
				- record print quality up to A4		01/10/2011	£15.00	01/10/2011	£15.00	0.0%						SR
				- replica print quality up to A3		01/10/2011	£0.00	01/10/2011	£0.00	0.0%						SR
				Studio Photography												
				- per hour		01/10/2011	£0.00	01/10/2011	£0.00	0.0%	To be replaced by external photographer, see "Photographic" charges below.					SR
		D		<b>OHC/MRC REPRODUCTION FEES</b>												
				Publication Commercial												
				- Per first instance of use of an image: less than 5,000 copies		01/04/2012	£30.00	01/04/2012	£30.00	0.0%						SR
				- Per first instance of use of an image: 5,000 copies or more		01/04/2012	£60.00	01/04/2012	£60.00	0.0%						SR
				- Per extra instance of use of an image: less than 5,000 copies		01/04/2012	£10.00	01/04/2012	£10.00	0.0%						SR
				- Per extra instance of use of an image: less than 5,000 copies		01/04/2012	£20.00	01/04/2012	£20.00	0.0%						SR
				- Per extra instance of use of an image: less than 5,000 copies												

December Financial Monitoring & Business Strategy Delivery Report  
CABINET 26 February 2013

Heritage Services and Oxfordshire Customer Services - Review of Charges 2013/14

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2012/13		2013/14		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2012/13 Total £000	Expected Income 2013/14 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)							
CEO4-92	Heritage Services (cont'd)			Internal Use Commercial -For use within organisation Broadcast Media - Regional, national or worldwide-first or repeat use - Buyout 1-5 years Publication Local charitable - Per instance of use of an image: 1 or 2 images - Per instance of use of an image: 3 - 6 images - Per instance of use of an image : 7 - 10 images - Per instance of use of an image: 11 or more images Internal Use Local charitable -For use within organisation	G	01/04/2012	£15.00	01/04/2012	£15.00	0.0%						SR
						01/04/2012	£60.00	01/04/2012	£60.00	0.0%						SR
						01/04/2012	£150.00	01/04/2012	£150.00	0.0%						SR
						01/04/2012	£10.00	01/04/2012	£10.00	0.0%						SR
						01/04/2012	£8.50	01/04/2012	£8.50	0.0%						SR
						01/04/2012	£8.00	01/04/2012	£8.00	0.0%						SR
						01/04/2012	£7.50	01/04/2012	£7.50	0.0%						SR
						01/04/2012	£5.00	01/04/2012	£5.00	0.0%						SR
		D	To meet costs and income target.	<b>HIRE OF ACCOMMODATION</b> a) Oxfordshire Museum - Exhibition Gallery - per week - per day b) Brewhouse - Exhibition Gallery - per month - 1/2 day Education Use - 1/2 day Commercial Use - per day - Education Use - per day - Commercial Use c) Coachhouse - 1/2 day Education Use - 1/2 day Commercial Use - per day - Education Use - per day - Commercial Use d) MRC Education Lecture Room - 1/2 day Education Use - per day - Education Use e) Provision of staff to support activities of hirer per hour - during Museum open hours - out of of Museum open hours	A	01/04/2011	£160.00	01/04/2011	£160.00	0.0%			4	5	1	EX
						01/04/2011	£40.00	01/04/2011	£40.00	0.0%						EX
						01/04/2008	£200.00	01/04/2008	£200.00	0.0%						EX
						01/04/2007	£20.00	01/04/2007	£20.00	0.0%						EX
						01/04/2008	£50.00	01/04/2008	£50.00	0.0%						EX
						01/04/2008	£50.00	01/04/2008	£50.00	0.0%						EX
						01/04/2011	£80.00	01/04/2011	£80.00	0.0%						EX
						01/04/2008	£30.00	01/04/2008	£30.00	0.0%						EX
						01/04/2009	£60.00	01/04/2009	£60.00	0.0%						EX
						01/04/2008	£50.00	01/04/2008	£50.00	0.0%						EX
						01/04/2011	£105.00	01/04/2011	£105.00	0.0%						EX
						01/04/2012	£20.00	01/04/2012	£20.00	0.0%						EX
						01/04/2012	£40.00	01/04/2012	£40.00	0.0%						EX
						01/04/2011	£15.00	01/04/2011	£15.00	0.0%						SR
						01/04/2011	£25.00	01/04/2011	£25.00	0.0%						SR
				f) Equipment Hire Education Use per session Commercial Use per session g) Charge for use outside normal hours plus staffing opening hours - per hour Commercial Use up to 3 hours	F F	01/04/2008	£10.00	01/04/2008	£10.00	0.0%						SR
						01/04/2011	£25.00	01/04/2011	£25.00	0.0%						SR
						01/04/2011	£37.00	01/04/2011	£37.00	0.0%						EX
						01/04/2011	£55.00	01/04/2011	£55.00	0.0%						EX



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CABINET 26 February 2013

Heritage Services and Oxfordshire Customer Services - Review of Charges 2013/14

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2012/13		2013/14		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2012/13 Total £000	Expected Income 2013/14 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)							
CEO4-92	Heritage Services (cont'd)	D	To meet income targets which reduced the impact of previous budget cuts.	<b>CONSERVATION AND EXHIBITION SERVICES</b> a) MRC and OHC Remedial conservation - per hour b) Storage (per m <sup>2</sup> per year) MRC - per year - per month - OHC per shelf c) Specialist Climate Controlled Collections Storage and Care per year -Small Item (c.10x10x10cm) -Medium Item (c 20x20xx20cm) -Large Item (c.0.5 cubic meters) d) General Collections storage and Care -Large Item e) Environmental Monitoring (per month) - for 3 thermohygrographs Loan of datalogger and printout per period up to 2 months Environmental summary f) Conservation Advice - per day - per half-day g) Museum Pest Management plus materials - per day - per half day - per hour h) Hire of display equipment Cases - per day - per week - per month Screens - per day - per week - per month i) Labour (per hour) including delivery and collection j) X-Radiology including report k) Training - per day - per half day	B	01/04/2008	£40.00	01/04/2008	£40.00	0.0%	In line with increased costs  New Charge New Charge New Charge  New Charge		0	0	0	SR
		D	To Meet Costs	<b>OHC RESEARCH ENQUIRIES</b> - written reply to each enquiry per hour (or pro-rata)		01/04/2011	£27.00	01/04/2011	£25.00	-7.4%	Charges outstripping those of similar services elsewhere	Minimum 30 minutes £13.00. Maximum 2 hours £50.00	4	5	1	SR

December Financial Monitoring & Business Strategy Delivery Report  
CABINET 26 February 2013

**Heritage Services and Oxfordshire Customer Services - Review of Charges 2013/14**

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2012/13		2013/14		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2012/13 Total £000	Expected Income 2013/14 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)							
CEO4-92	Heritage Services (cont'd)			- higher rate for businesses and profit-making organisations		01/04/2011	£40.00	01/04/2011	£37.50	-6.3%		Minimum 30 minutes £20.00. Maximum 2 hours £80.00.				SR
		D	To recover costs	<b>MICROFORM COPYING</b> a) Self Service Copying - per A4 copy - per A3 copy b) Copying by Staff - per A4 copy - per A3 copy		01/04/2008 01/04/2012	£0.50 £0.50	01/04/2008 01/04/2012	£0.42 £0.42	-16.0% -16.0%			7	0	-7	SR SR SR SR
		D	To recover costs	<b>PHOTOCOPIES</b> <b>Self Service Copying -</b> - per A4 copy - per A3 copy <b>Local Studies -</b> <b>Staff Operated Copying -</b> - per A4 copy - per A3 copy <b>All Archive Documents and Delicate Documents</b> - per A4 copy - per A3 copy		01/10/2011 01/10/2011 01/10/2011 01/10/2011	£0.20 £0.20 £0.50 £0.50	01/10/2011 01/10/2011 01/10/2011 01/10/2011	£0.17 £0.17 £0.50 £0.50	-15.0% -15.0% 0.0% 0.0%			0	4	4	SR SR SR SR
		D	To recover costs	<b>Computer Printouts</b> <b>Self Service -</b> - per A4 copy - per A3 copy <b>Staff Operated Copying -</b> - per A4 copy - per A3 copy		01/10/2011 01/10/2011 01/10/2011 01/10/2011	£0.20 £0.20 £0.50 £0.50	01/10/2011 01/10/2011 01/10/2011 01/10/2011	£0.17 £0.17 £0.50 £0.50	-15.0% -15.0% 0.0% 0.0%			0 0 0 0	0 0 0 0	0 0 0 0	SR SR SR SR
		D	To recover costs	<b>Certificates</b> Per Copy - Motor Vehicle Registration copies Baptism Certificates Marriage Certificates		01/10/2011 01/04/2012 01/04/2012	£7.00 £10.00 £10.00	01/10/2011 01/04/2012 01/04/2012	£7.00 £10.00 £10.00	0.0% 0.0% 0.0%			0	0	0	NB NB NB
		D	To recover costs	<b>COPIES OF RECORDINGS</b> from Oral History		01/04/2012	£15.00	01/04/2012	£15.00	0.0%			0	0	0	SR
		D	To recover costs	<b>ADMINISTRATIVE CHARGE</b> Minimum charge for providing an invoice for any service		01/04/2011	£20.00	01/04/2011	£20.00	0.0%			0	0	0	SR
		D	To recover costs	<b>PHOTOGRAPHIC</b> Photograph Documents		01/04/2008						External Photographer	0	0	0	SR

December Financial Monitoring & Business Strategy Delivery Report  
CABINET 26 February 2013

Heritage Services and Oxfordshire Customer Services - Review of Charges 2013/14

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2012/13		2013/14		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2012/13 Total £000	Expected Income 2013/14 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)							
CEO4-92	Heritage Services (cont'd)			Photographic Prints by External Photographer		01/10/2011	Various	01/10/2011	Various	Various	New charge - Prices on application					
		D	To recover costs	<b>POSTAGE &amp; PACKING</b> - Reinforced Envelope in reinforced C4 envelope Cardboard Tube - Copies supplied in 450mm cardboard tube Disc Mailer - CR-ROM supplied in disc mailer Air Mail - additional to basic cost		01/10/2011	£2.00	01/10/2011	£2.00	0.0%			0	0	0	SR
						01/10/2011	£4.00	01/10/2011	£4.00	0.0%						SR
						01/10/2011	£4.00	01/10/2011	£4.00	0.0%						SR
						01/10/2011	£2.00	01/10/2011	£2.00	0.0%						SR
		D	To recover costs	<b>LECTURE FEES plus travel at current OCC rates</b>		01/04/2012	£50.00	01/04/2012	£50.00	0.0%			2	0	-2	SR
		D	To recover costs	<b>Use of Oxfordshire Museum Garden for Wedding Photography</b>		01/04/2011	£75.00	01/04/2011	£75.00	0.0%			0	0	0	EX
		D	To recover costs	<b>LEARNING &amp; ACCESS</b> School Sessions at The Oxfordshire Museum - 10-20 children - 21-25 children - 26-30 children - 31-40 children Outreach School Sessions - up to 30 children Box Loans - per term		01/04/2012	£50.00	01/04/2012	£50.00	0.0%			0	6	6	NB
						01/04/2012	£60.00	01/04/2012	£60.00	0.0%						NB
						01/04/2012	£75.00	01/04/2012	£75.00	0.0%						NB
						01/04/2012	£90.00	01/04/2012	£90.00	0.0%						NB
						01/04/2012	£75.00	01/04/2012	£75.00	0.0%						NB
						01/04/2012	£20.00	01/04/2012	£20.00	0.0%						NB
	<b>Sub-Total Heritage Services</b>												29	25	-5	
EE3	<b>OXFORDSHIRE CUSTOMER SERVICES</b>															
EE3-6	Resourcing	D	Recovery of costs	Fee for payment processing of CRB's - New charge			01/04/2013	£2.50		N/A				9	9	NB
	<b>Sub-Total Oxfordshire Customer Services</b>												52	56	3	

**Legal Position on charging**

SP Statutory Prohibited  
SA Statutory Arrangements  
D Discretionary (LG Act 2003)

**Notes**

A: 20% Commission is charged on all sales  
B: 10% discount offered to Members of OMC, for work committed over £1,000 or more than 2 years  
C: Concessions of 50% proposed for community groups that meet specified criteria.  
D: Preventative & Fumigation. Minimum 4 hours labour charged for set up.  
E: Transport outside County charged at Mileage / Hourly rate. Materials at cost.  
F: New way of charging to accurately reflect staff time to set up  
G: A 50% concession is applied to the local charitable rates for a number of key stakeholders who have made or continue to make a considerable contribution to OHS

**VAT Class**

SR Standard Rate (20% 4 Jan 2011)  
ZR Zero Rated  
NB Non Business  
EX Exempt

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Division(s):
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## **CABINET - 26 FEBRUARY 2013**

### **STRATEGIC COMMUNITY RISK MANAGEMENT PLAN (CRMP) 2013 - 2018 AND CRMP ACTION PLAN 2013 - 2014 - PUBLIC CONSULTATION RESPONSE**

#### **Report by Chief Fire Officer – Fire & Rescue**

#### **Introduction**

1. The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions.
2. The latest (2012) Framework requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP) covering a minimum period of three years which should be appropriately consulted upon.
3. In order to improve accessibility and public understanding, OFRS has titled its IRMP as a Community Risk Management Plan (CRMP) - highlighting its aim to manage and mitigate the overlapping risks facing the local communities in Oxfordshire. This strategic, five-year CRMP has undergone a 3-month public consultation and is ready for final approval and publication. At the same time, the 2013-14 CRMP action plan (detailing specific projects related to the strategic analysis work) was also consulted upon and is ready for approval and publication.
4. This report summarises the consultation approach taken by OFRS and any key commentary and subsequent changes to the plans.
5. It should be noted that the consultation finished on 1<sup>st</sup> February 2013 - close to the submission date for this report (8<sup>th</sup> February 2013), so any significant consultation commentary that has not been able to be responded to and/or incorporated in to the final documents (including the feedback from the Safer & Stronger Scrutiny Committee on 18<sup>th</sup> February) will be provided as a verbal update, along with any additional proposed changes to the two plans.
6. Both draft plans have already been submitted to the Cabinet member for Safer & Stronger Communities (October 2012) and Safer & Stronger Scrutiny Committee (November 2012 and February 2013).

## Consultation Process

7. The Strategic CRMP consultation process has been as follows:

May-August 2012	Pre-draft consultation (internal and external focus groups and on-line survey)
October – November 2012	Initial SSC Scrutiny of Draft
November 2012 – February 2013	Full Public consultation
February 2013	Final SSC Scrutiny & Cabinet Approval

8. The Scrutiny and public consultation process for the 2013-2014 CRMP Action Plan has been run in tandem with the Strategic CRMP from October 2012 – February 2013.
9. The full public consultation for both plans has taken the following structure:
- Invitation to approximately 1200 individuals & organisations associated with OCC (e.g. staff representative groups, parish, district & neighbouring councils and other parties with interest in the Fire & Rescue Service) to take part in an on-line questionnaire. To date, around 100 responses have been received.
  - Another 1200+ invites were sent to the Citizens' Panel members. In the region of 20 responses were received by the beginning of February.
  - The Service has also undertaken a number of public roadshows in local communities (e.g. Banbury, Witney, Bicester, Oxford, Henley, Abingdon, Didcot), with the aim of providing another 50-100 public responses to the same questions detailed in the on-line questionnaire.
10. The focus of the consultation process has been to positively engage staff, interested parties and the public in the development of both the strategic CRMP and the associated action plan, as well as significantly increasing both the quantity and quality of consultation responses. By 1<sup>st</sup> February, the Service had received over 200 responses to both the pre-draft and draft plans (compared against previous years where the totals have ranged from around 10-100 responses).

## Consultation Outcomes

11. Overall, both the strategic five-year plan and one-year action plan have received strong support from all areas.
12. In respect to the on-line questionnaire, the consultation questions for the strategic plan were focused on the following key risk areas:
- Risks at Home (including Leisure activities)
  - Risks at Work
  - Risks whilst Travelling
  - Heritage Risks
  - Risk from Extreme Events

## Risks at Home

13. In relation to reducing risks in the home, the questions were related to the benefits of installing domestic sprinkler systems, as well as the Fire & Rescue Service carrying and being able to use emergency medical equipment such as defibrillators.

**Domestic Sprinklers** - although strongly supportive of established fire prevention measures in the home (e.g. smoke alarms), a number of respondents raised concerns about both the cost of installing domestic sprinklers and the potential for water damage if activated accidentally.

**OFRS response** – the Service will continue to recommend the installation of domestic sprinklers from a professional perspective, particularly in the homes of vulnerable people, as they are a proven fire suppression tool. However, we recognise the national economic situation in respect to costs of fitting such devices. On the issue of potential water damage, we recognise that we need to raise public awareness about the overall benefits of domestic sprinklers, as the new systems do not pose a significant risk of accidental damage (since they are now designed to minimize such occurrences). There is no statutory requirement for people to fit domestic sprinklers in England, although recent legislation has been made in relation to ‘new build’ properties in Wales by the Welsh Assembly.

**Emergency Medical Services** – partnership working with the Ambulance Service was strongly supported by a number of respondents, with some even suggesting Fire and Rescue Services undertake aspects of Ambulance Service work.

**OFRS response** – we recognise the benefits to casualties of joint working with other emergency responders - such as the Ambulance Service and the Police – during an emergency incident. As a consequence, we are already providing frontline crews with trauma care training and defibrillators. We will also look to develop that working relationship further for the wider public benefit, whilst still being mindful of the specialist role of a paramedic and the Ambulance Service in relation to dealing with medical emergencies.

## Risks at Work

14. In relation to risks at work, the questions were related to continuing to develop a risk-based approach with businesses to their fire safety responsibilities and the need to respond - in a timely fashion and with the right amount of resources - to any emergencies in commercial property.

**Risk-Based Audits** – respondents were broadly supportive of OFRS helping businesses to manage their fire safety responsibilities dependent on their risks – stating that education and support could actually reduce costs. Although some respondents were concerned that meeting any deficiencies could increase costs to Business at a difficult economic time.

**OFRS Response** – The Fire and Rescue Service has a statutory duty to enforce fire safety in businesses, although OFRS is committed to working with companies to support them with their responsibilities, using our enforcement powers only when it is necessary (e.g. in high-risk circumstances or where other alternative approaches have not been effective).

**Responding to Emergencies in Businesses** – again, respondents were supportive of maintaining and developing the right amount of resources (able to respond in a timely fashion) to effectively tackle emergency incidents in commercial properties.

**OFRS Response** – we will regularly assess the effectiveness of the current quantity and disposition of our fire stations and appliances, as well as any proposed future changes that may be required as a result of the changing risk profile of the county.

### **Risks whilst Travelling**

15. In relation to risks whilst travelling, the questions were related to OFRS's development of the OCC Road Safety Education function (which we now directly manage), as well as the benefits of effective joint working with other agencies when dealing with road traffic collisions.

**Road Safety Education** – respondents strongly supported the continued drive to educate all road users about the risks and potential consequences of road traffic collisions, stating 'prevention is best'. Some respondents focused specifically on the need to educate adult cyclists and motorcyclists, in particular.

**OFRS Response** – OFRS will continue to work with partners, such as Thames Valley Police, to develop targeted education initiatives – although we will need to take into account that there is no statutory support to compel some groups, such as adult cyclists, to undertake road safety education.

**Road Traffic Collision Response** – respondents were strongly supportive of the three main emergency services working closely together when dealing with road traffic collisions. Some respondents felt it would be appropriate to share buildings as well – putting ambulance on fire stations, for example.

**OFRS Response** – we continue to develop procedures and training with both South Central Ambulance Service and Thames Valley Police, in order to improve our joint working arrangements at such emergencies. As part of OCC, we are also in the process of looking to maximize the public building assets we have by exploring any appropriate opportunities to share them with other agencies.



## Heritage Risks

16. In relation to heritage risks, the questions were related to supporting the owners of heritage properties in the effective management of their risks, as well as being able to respond effectively to any emergencies.

**Prevention and Response** – although respondents supported the need to mitigate the risks to heritage properties, many stated that the owners had the primarily responsibility to put in any prevention measures. It was also noted by some respondents that heritage properties were wide spread across the county and efforts should not just be focused on the larger and more well-known examples.

**OFRS Response** – OFRS already has resources in place to assist the owners of heritage properties as they consider how to best mitigate the risks of fire, as well as identifying heritage value as part of our own risk management processes. We are also currently researching new extinguisher technology that could assist in firefighting in complex, old buildings whilst minimising any resulting water damage.

## Risks from Extreme Events

17. In relation to extreme events, the question focused on continuing to develop effective joint working arrangements with other agencies involved in such major incidents.

**Prevention, Mitigation and Response** – respondents strongly supported the need to work more pro-actively, closely and effectively with other responding agencies prior to any event, so that efforts are not duplicated when the emergency actually happens. Some respondents focused on specific prevention measures, such as gulley clearing to alleviate the impact of flooding, as well as stating that property owners had a responsibility to prepare and put in place their own prevention measures.

**OFRS Response** – as the service responsible for overseeing OCC Emergency Planning, we have already made good progress in developing county-wide plans and multi-agency training to support effective joint-working arrangements. The preparation work for the 2012 Olympics and Torch Relay, in particular, helped us to develop our multi-agency plans and procedures. We also continue to support local communities as they develop their own parish 'continuity' plans. This work will continue to evolve and develop as we learn the lessons from recent events, such as the 2012 flooding in the county.

## Action Plan Consultation Response

18. The consultation on the 2013-2014 CRMP Action Plan focuses on specific initiatives linked to road safety, the research of new fire suppression technology, training firefighters to effectively respond to complex incidents and the implementation of the Thames Valley Fire Control Service.

19. Although the public were in broad support for most of the projects, there was some mixed commentary specifically around the Thames Valley Fire Control Service – with support for the improved facilities and technology, but concerns about the loss of local knowledge, in particular.

**OFRS Response** – the Thames Valley Fire Control Service has been created in order to improve the overall service it delivers to both the public and firefighters across the Thames Valley. From the outset of the joint Control project, the improvements have been centred on three main areas – operational resilience, operational effectiveness and the realisation of financial efficiencies.

In response to the specific concern about the loss of local knowledge, we are confident the new joint Control Room will actually improve upon the current situation, as the local fire crews will continue to maintain and update their local knowledge (as they do now) – but, in addition, the new Control Room will be able to use the latest technology not only to identify the location of callers more precisely, but also support the responding fire crews more effectively, by using the new ICT and communications systems, for example, to send additional relevant local and risk information directly to the fire engines – if they do not already have the information to hand.

It should also be noted that the project has been financed by central government funding - totalling £3.6m (being given Oxfordshire and Royal Berkshire) - with additional funds also becoming available now with the recent re-inclusion of Buckinghamshire and Milton Keynes FRS into the project. Therefore, the improved service has not needed to be financed from local council tax.

### **Changes to the 2013-2018 CRMP and 2013-2104 Action Plan**

20. Taking into account the OFRS responses to these consultations, as detailed above, there are no significant changes to either the five-year CRMP or the one-year action plan. Where any changes have been made, these are in relation to the terminology, plain English, design and layout – in order to improve the relevance and understanding of the documents.

### **Financial and Staff Implications**

21. Although there are no immediate financial and staff implications relating to these documents to report, the resulting project work and initiatives may have such impacts. As a consequence, each CRMP project will fully recognise the prevailing economic constraints, delivering efficiencies or allowing existing/additional services to be delivered more effectively.

## **RECOMMENDATION**

22. The Cabinet is RECOMMENDED to agree that the documents be adopted as the final versions of the Strategic 2013-2018 CRMP and 2013-2014 CRMP Action Plan.

DAVE ETHERIDGE  
Chief Fire Officer – Fire & Rescue

Annexes: 2013-2018 CRMP / 2013-2014 CRMP Action Plan

Background document: 2012 National Framework for Fire & Rescue Services

Contact Officer: Nathan Travis, Deputy Chief Fire Officer; Tel: 01865 855206

February 2013

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# COMMUNITY RISK MANAGEMENT ACTION PLAN 2013/14



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## Introduction

### What is a Community Risk Management Action Plan?

We regularly analyse the county's community risk profile and set out our strategic approach as to how we will effectively manage those risks. This is detailed in our Community Risk Management Plan. The Government requires us, by law, to regularly produce and review our plan, which is also known as our 'Strategic Integrated Risk management Plan'.

The Community Risk Management Plan is a five year strategic document. This document is the Community Risk Management Action Plan which details the specific projects we will start in 2013.

For further clarification of our planning process see *Annex 1 - Our purpose, aims and plans* and *Annex 2 - The 'Golden Thread'*.

### Who are these plans for?

This plan is aimed at all those with an interest in the safety of Oxfordshire and who might be affected by the projects we will be undertaking, including:

- Our communities
- Voluntary, community and faith groups
- Other emergency service providers, such as the police and ambulance services
- Trading standards, environmental health and road safety professionals
- Businesses in the county
- Firefighters who serve and protect Oxfordshire
- Councillors and senior managers of the county, district, town and parish councils
- Health and social care professionals

### 365alive – Our strategic vision and targets

Oxfordshire Fire and Rescue Service (OFRS) is proud of the quality of the services that it delivers to the public. We have a clear vision and strive to recognise and respond to the key issues and challenges. These combine to create our ten-year vision for a safer Oxfordshire. This commenced in 2006 and is called 365alive. All our projects in this plan aim to reduce risk and meet our strategic vision.

This vision sets three challenging targets for us:

***By 2016, thanks to the emergency response and the community and partnership work of Oxfordshire County Council's Fire and Rescue Service, there will be;***

- ***365 more people alive<sup>1</sup>***
- ***£100 Million saved to the economy of Oxfordshire<sup>2</sup>***
- ***840,000 safety messages delivered to the community***

<sup>1</sup> By looking at the reduction in the number of people who die as a result of fires and road traffic collisions and the number of rescues we perform, we calculate the number of people who are still alive as a result of our work.

<sup>2</sup> By looking at the number of deaths and injuries to people from fires and road traffic collisions and the number of fire damaged homes and businesses, we calculate the amount of money we have saved the economy as a result of our work



# 2013-14 Community Risk Management Projects

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The details of each project are set out below. For further information on the details of the projects or information on their progress please contact the Organisational Development and Information Management team via email on [irmpteam@oxfordshire.gov.uk](mailto:irmpteam@oxfordshire.gov.uk) or call our enquiry line (01865 842999) and ask for the team.

## Project 1: Implement the Service's Road Safety strategy as an integral part of its prevention and protection activities

**Responsible Manager: Area Manager – Safety**

**Objective:** Now that the County Council's Road Safety Team have moved into the Fire and Rescue Service, there is a need to develop and integrate their education programmes, initiatives and resources within the wider established home and commercial safety work activities of the Service.

**Outcome:** To provide an improved and targeted range of safety services for Oxfordshire residents, businesses and commuters, which continues to drive down accidents and injuries in the home, at work and on the roads. This will be reflected in a reduction in the number of road traffic collisions in Oxfordshire which we measure monthly.

**365alive Strategic Aims:**

- *365 more people alive*
- *£100 Million saved to the economy of Oxfordshire*
- *840,000 safety messages delivered to the community*

## Project 2: Implement opportunities for technological advancements - following a review of fleet, equipment and working practices - to further support and enhance public and firefighter safety

**Responsible Manager: Area Manager - Service Support**

**Objective:** Following recent firefighter fatalities in both warehouse and high rise building fires – coupled with the continuing need to drive down the number and severity of accidents and injuries across the county's homes, at work and on our roads, the research and implementation of new equipment and approaches is seen as a key driver to help continually improving our service provision.

**Outcome:** To continue to reduce the number and severity of injuries to both the public and firefighters, as well as reduce the damage to property from fires and other emergencies.

**365alive Strategic Aims:**

- *365 more people alive*
- *£100 Million saved to the economy of Oxfordshire*



## Project 3: Review and revise the Service's Learning and Development strategy to further support and enhance public and firefighter safety

**Responsible Manager:** Area Manager - Service Support

**Objective:** As the scope of the Service's response to emergencies expands to incorporate more specialist rescue activities as well as becoming more complex as a result of the latest developments in both building and vehicle design / construction, the need to keep firefighters appropriately equipped and trained is paramount.

**Outcome:** To continue to provide 'fit-for-purpose' training for our firefighters, based on the emergency incidents they are expected to respond to.

**365alive Strategic Aims:**

- *365 more people alive*
- *£100 Million saved to the economy of Oxfordshire*

## Project 4: Deliver the Thames Valley Fire Control Service (TVFCS) programme

**Responsible Manager:** Deputy Chief Fire Officer

**Objective:** With both Oxfordshire and Royal Berkshire Fire Authorities' decision to formally collaborate on the creation of a combined Control Service being agreed - coupled with the recent inclusion of Buckinghamshire and Milton Keynes Fire Authority into the partnership - the programme to deliver the Thames Valley Fire Control Service by April 2014 needs to be undertaken.

**Outcome:** To provide the new Service in line with the programme delivery plan and expectations, in partnership with Royal Berkshire and Buckinghamshire & Milton Keynes Fire Authorities.

**365alive Strategic Aims:**

- *365 more people alive*
- *£100 Million saved to the economy of Oxfordshire*

## Project 5: Implement further collaborative opportunities with other Thames Valley Local Resilience Forum (TVLRF) Category 1 & 2 responders and align working practices to improve our provision of multi-agency prevention, protection and response services

**Responsible Manager:** Area Manager - Operations and Resilience

**Objective:** Developing on from the success of the collaborative working and pre-planning in the run-up to and during the 2012 Olympics and Paralympics, capitalise on the networks, training and agreed joint-working activities to further improve our service provision, particularly in relation to major incidents.

**Outcome:** To develop and make use of a framework for on-going service improvements in the context of the working with neighbouring Fire & Rescue Services as well as other key local partners, as defined by the Civil Contingencies Act (2004).

**365alive Strategic Aims:**

- *365 more people alive*
- *£100 Million saved to the economy of Oxfordshire*
- *840,000 safety messages delivered to the community*

## Project 6: Review and revise the Service's strategy for the effective management of operational incidents in order to further support and enhance public and firefighter safety

**Responsible Manager:** Area Manager - Operations and Resilience

**Objective:** Following on from the Service's 2012/13 IRMP project relating to incident command and worse case planning assumptions, there is a need to incorporate the research and findings into the Service's new ways of working, taking into account the outcomes of this action plan's Projects 2,3,4 & 5.

**Outcome:** The operational and safety aspects of emergency response will continue to improve, even against the backdrop of increasing scope and complexity.

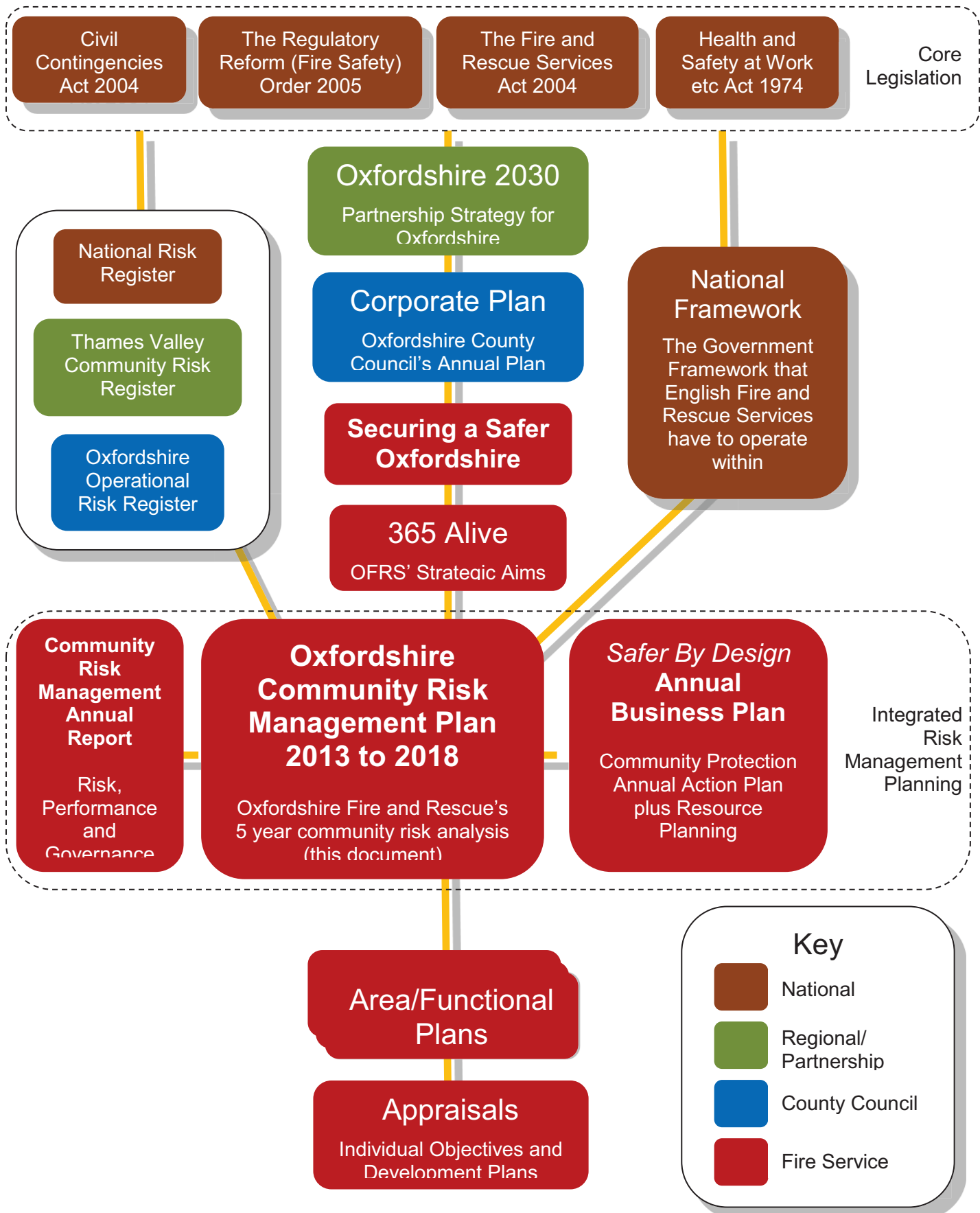
**365alive Strategic Aims:**

- *365 more people alive*
- *£100 Million saved to the economy of Oxfordshire*

## Annex 1 - Our purpose, aims and plans



## Annex 2 - The 'Golden Thread'



# Do You Want To Become A Retained Duty System Firefighter?

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

## **Where do you work?**

First of all, you need to live or work near to a fire station because you have to be able to get there within a few minutes of a call. Secondly, because we can't predict when you'll be called out, you have to be flexible in your work. The chances are that you'll be working at home, self-employed or for a community-minded employer who can let you off from time to time.

## **Are you fit for the job?**

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

## **How often will you be needed?**

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

## **What do you get out of it?**

Apart from the excitement, the challenge and the satisfaction of a job well done, your on-going training will assist you in becoming more self-reliant and confident. After all, if you can cope in a real emergency, you are ready for anything else which life might throw at you. You will meet a lot of people in your local community and earn their confidence and respect. You will also get continual, on-going training in the use of equipment and in other more general life skills including first aid. Added to all this, you get paid! You get paid a basic retainer, plus a fee for call-outs and another fee for going into action. You also get paid for training and duties like equipment maintenance.

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

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

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# **OXFORDSHIRE COMMUNITY RISK MANAGEMENT PLAN**



2013 to 2018

*Securing a safer Oxfordshire*

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## Welcome and foreword

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### Councillor Judith Heathcoat

When emergencies happen in our everyday lives, such as fires in our homes or road traffic collisions, we expect our Fire and Rescue Service to respond quickly and provide us with a professional and caring service, whatever the time or circumstances. Not only this, we also expect them to come into our homes and where we work and give us practical advice about how we can keep our families and work colleagues safe.

The world is becoming more and more complex. Our Fire and Rescue Service has a long history of being high performing and low cost and despite the difficult economic pressure we face as a council, the service is being asked to do more with its limited resources both at a local and national level. For example, fire officers are now taking responsibility locally for road safety for the county council and at a national level we are also working closely with Thames Valley Police and other emergency responders to ensure that they can effectively deal with extreme and large scale events such as wide area flooding or a terrorist attack.

We are fortunate to have a Fire and Rescue Service that sees the benefits to our local communities of being part of the wider county council. As a result, the fire and rescue service is proactively seeking out ways of adding value to the other services the county council delivers to the people of Oxfordshire wherever possible; the safeguarding of vulnerable children and adults being a prime example.

Over the next five years, the pace of change in the county will only increase and that is why Oxfordshire Fire and Rescue Service needs this Community Risk Management Plan, based on sound research to meet the challenges ahead.



## Chief Fire Officer Dave Etheridge

Oxfordshire County Council Fire and Rescue Service has made significant progress in recent years on keeping people in the county safe in their homes, at work and on our roads. Over halfway through our decade-long 365 Alive campaign we are currently exceeding the targets<sup>1</sup> we set ourselves back in 2006.

But even in those intervening years, the world has become a very different place. Domestic and international terrorism is on the rise. As a service, some of our fire engines and fleet vehicles now contain specialist equipment to ensure that we can rise to any challenge Mother Nature or individuals present to us. For example, our officers are now highly trained in specialist areas and are available to respond all over the UK, if needed, and indeed across Europe. We have also seen the impacts of extreme weather events in recent years, such as the floods in 2007 and the snow in 2010/11 and we are now ready to help keep the county on the move and protect our communities as best we can. We are determined to do more with our staff and equipment to ensure that we can respond quickly to any emergency regardless of its size.

We welcome this wider public value expectation and, as a consequence, we have set ourselves the challenge of becoming the most integrated fire and rescue service in the country; not only helping to deliver on the outcomes and priorities of other county council services, such as adult social care and education, but also sharing key functions – such as a Fire Control Room with Royal Berkshire Fire and Rescue Service – as well as other assets and specialist services with other partners, such as Thames Valley Police. We want to continue our quest to make Oxfordshire safer for those who live, work and travel in the county.

We need to establish this five-year Community Risk Management Plan, not only based on historical evidence and current research but also on predictive trend data, so that we can shape and innovate our future Fire and Rescue Service to best meet the changing needs of our communities.

I am extremely proud to be the Chief Fire Officer of Oxfordshire County Council Fire and Rescue Service. We have achieved some significant results in recent years including being the first Service in the UK to be awarded with the Customer Service Excellence and winning 'Brigade of the Year' on behalf of The Fire Fighters Charity. I am very fortunate that I command teams who have a very positive "can-do" culture and fully support the organisation's mission to make Oxfordshire safer.

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<sup>1</sup> See page 17

# Introduction

## What is a Community Risk Management Plan?

This plan is Oxfordshire County Council's Fire and Rescue Service's five year analysis of the county's community risk profile, together with our strategic approach for how we intend to effectively manage those risks over the period. Government requires us, by law, to regularly produce and review the plan, which is also known as our Strategic Integrated Risk management Plan'.

This document looks at the fire and rescue related risks to the safety of the people who live, work, travel and visit Oxfordshire and identifies how we will work with communities, businesses and other partners (such as the police and ambulance services) to:

- **PREVENT** incidents happening in the first place – for example through information and education about how to reduce the risks of fires and road traffic collisions.
- **PROTECT** people and property in case incidents do occur – for example through advice to and inspection of businesses and historic buildings.
- **RESPOND AND INTERVENE** quickly and effectively when incidents do occur – making sure we have well-trained and equipped firefighters available in the right place and at the right time to resolve emergencies and give assistance when required.

It also identifies the key risks and challenges facing Oxfordshire Fire and Rescue Service as an organisation and considers how we will ensure that we maintain a high quality, effective and value-for-money service in to the future.

As a listening and learning organisation, it has been developed following discussions with a cross-section of the public and our own firefighters, incorporating their priorities, ideas and suggestions.



## Who is this plan for?

This plan is aimed at all those with an interest in the safety of Oxfordshire, including :

- Our communities
- Businesses in the county
- Voluntary, community and faith groups
- Firefighters who serve and protect Oxfordshire
- Other emergency service providers, such as the police and ambulance services
- Health and social care professionals
- Trading standards, environmental health and road safety professionals
- Councillors and senior managers of the county, district, town and parish councils

## Section 1 - About us

### Our county

Oxfordshire is home to around 650,000 people. The population is increasing but it remains a predominantly rural area and is the least densely populated county in the South East of England.

Oxfordshire is a place that people like to live and work in, with a high quality natural environment and thriving economy.

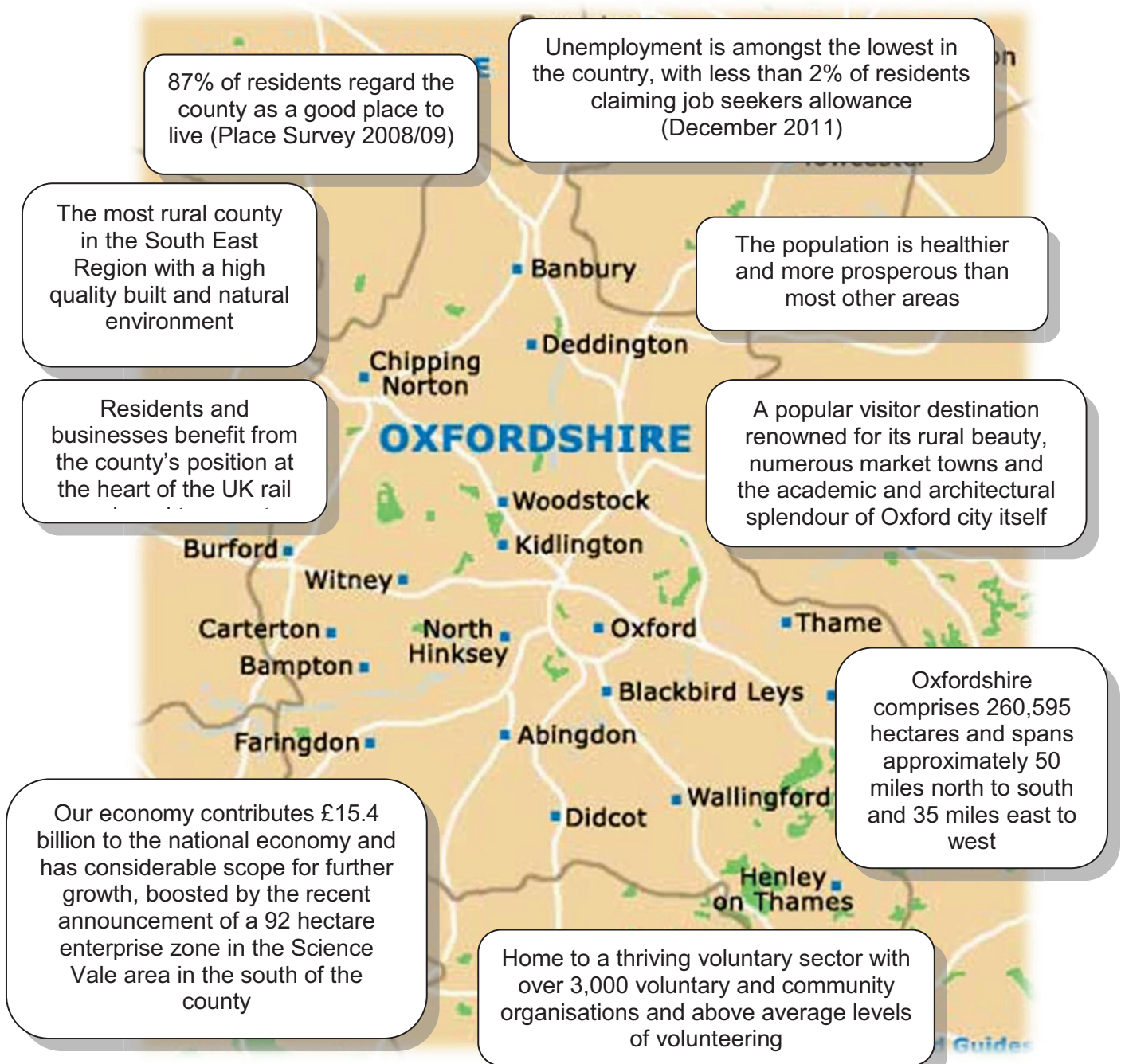
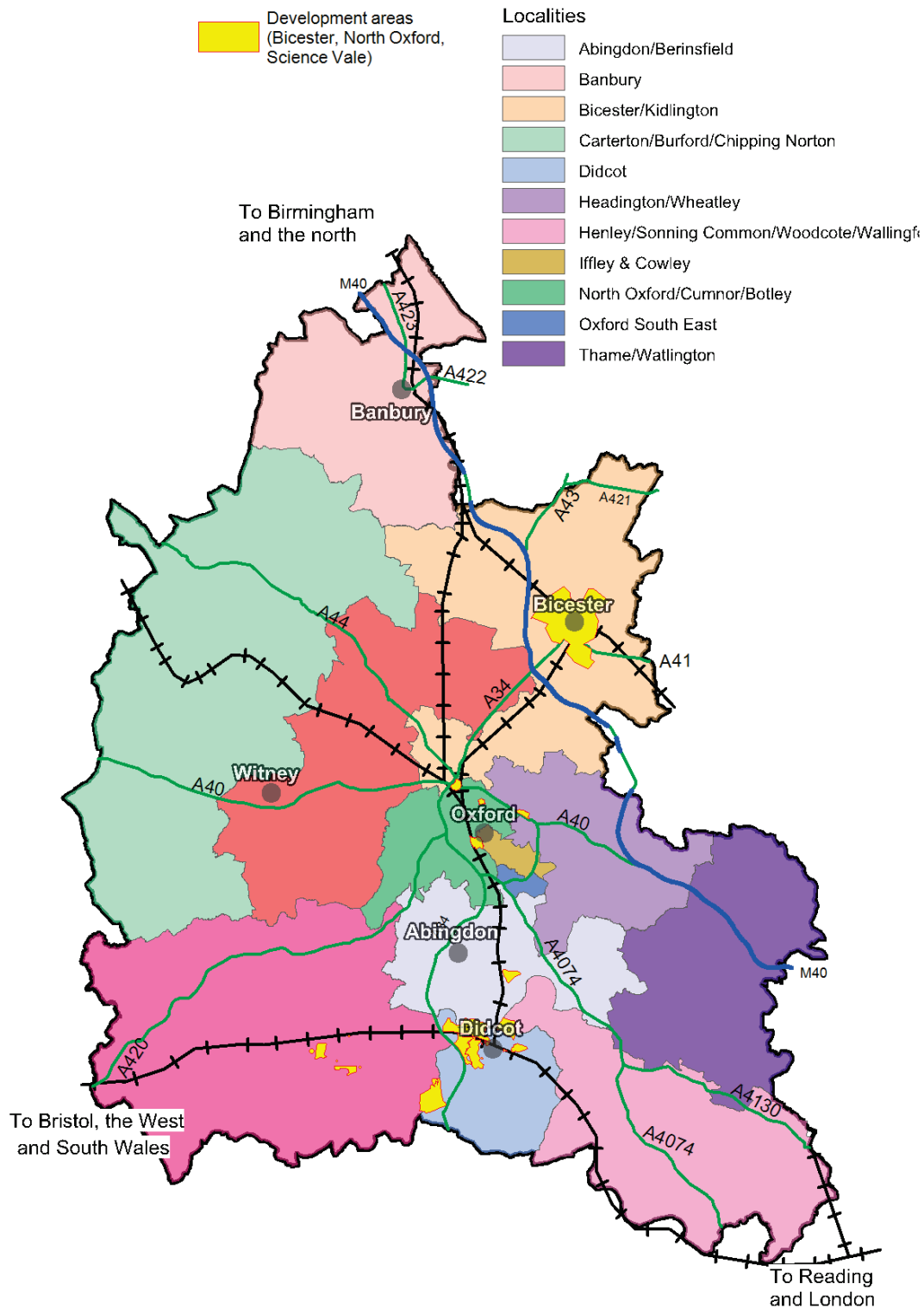


Figure 1: Oxfordshire facts and figures

**Figure 2: Oxfordshire - largest towns, localities, development areas and key transport links**



## Oxfordshire's localities

Figure 2 identifies the county council's 11 priority localities, which centre on the city and market towns. As the Fire and Rescue Service is part of the county council, we recognise that each locality presents individual challenges and we are working towards joining up services to best meet local needs and ensure our communities are a safe place to grow, live, work and travel in.



# Our challenges

## Population growth and ageing

The population of Oxfordshire is forecast to rise 11 per cent to over 700,000 residents by 2026, with the biggest increases expected around Didcot and Harwell in the south, Carterton and Witney in the west and Bicester in the North. Didcot may be larger than Abingdon by 2026, with a projected 46,000 residents.



**Figure 3: Smoke Alarm fitting provide by us for vulnerable people**

Our population is also living longer. The number of people aged 75 and over is projected to grow by 60 per cent between 2006 and 2026. This growth is not uniform across the county, but higher in our more rural districts than in the City. West Oxfordshire has the highest rates, followed in descending order by Cherwell, South and Vale with Oxford far below. Historical data shows that older people are at greater risk from suffering serious injuries or death from accidental fires.

## Transport growth

Oxfordshire has a well-developed network of major roads and railways (see Figure 2). However, as figure 3 shows, traffic levels appear to be closely related to economic growth, with steady increases this decade being reversed since the recession began in 2008. However, traffic congestion remains a big challenge for the county, especially with the planned growth in housing and businesses. This can affect how quickly we can get to incidents during periods of heavy traffic or road network improvements.

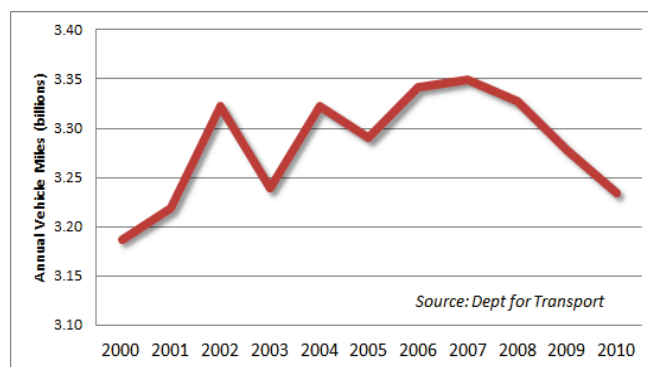


**Figure 4 Traffic on major roads in Oxfordshire**

There are several critical points on our transport network that tend to suffer from congestion:

- on the A34, especially between Didcot and the M40
- on the A40 between Witney and Headington
- around the Oxford Ring Road
- on the rail corridor through Oxford
- on routes in and around main towns.

Any increase in traffic will obviously put more pressure on these 'bottle-necks' unless improvements are made to the road and rail layouts at these points.



**Figure 5: National Vehicle Miles**

## Economic and housing developments

In 2011, 30 per cent of the county's workforce was employed in the public sector, making it particularly vulnerable to the impact of austerity measures.

However, the county is also home to a number of nationally and internationally recognised businesses, such as ISIS, Oxford Instruments, BMW Mini, Williams and Lotus Formula One; not to mention the city's two universities and its number of important military establishments.



**Figure 6 Science Vale UK Enterprise Zone**

Furthermore, Oxfordshire has significant plans for future economic and housing growth, with a focus on the Local Enterprise Partnership hubs – the Science Vale UK area (a Local Enterprise Zone), Bicester and Oxford City (shown in yellow in 2).

There will be smaller but still significant developments at other locations including Banbury, Carterton and Witney.

As we develop our service we will consider residential and commercial areas that are growing, to ensure that we can continue to provide an excellent prevention, protection and response service to all areas of a changing county.

Therefore, we will continue to engage early in any planning processes throughout the county to address any areas of concern and give specialist advice where necessary.

## Maintaining the county's reputation as a world class tourist destination

Cultural and creative businesses in Oxfordshire contribute in the region of £1.4 billion annually to the county's economy (around 10% of its total business community).

In addition, Oxford city is the sixth most visited city in the UK by international visitors - attracting approximately 9.5 million visitors per year and generating £770 million of income for local Oxford businesses.

Besides the historic city, there are also major tourist attractions across the county, such as Blenheim Palace, the Cotswolds, Bicester Village and Didcot Railway Centre.

The role of the Fire and Rescue Service is not only to ensure that our millions of visitors remain safe throughout their stay but also to help keep attractions and businesses open and accessible all year around.

## Our structure

There are currently 24 fire stations in Oxfordshire, which are staffed 24 hours a day, 365 days a year by a mix of full-time and on-call (retained) firefighters. They offer safety advice, education and a response to emergencies calls.

We have a front-line fleet of 34 fire engines and a number of specialist vehicles. This includes a hydraulic platform for performing rescues at height, a specialist rescue vehicle for attending road traffic collisions and other specialist rescues, an environmental protection unit (provided in partnership with the Environment Agency) and two mobile command units.

We employ over 240 full-time personnel (including middle and senior operational managers), over 340 on-call firefighters and 22 Control Room staff. These are supported by 50 specialist and administrative staff.

### Oxfordshire County Council Fire and Rescue Service:

**24** fire stations

**34** fire engines

**1** Specialist Rescue Tender

**243** full-time firefighters

**343** on-call firefighters

**260,595** hectares covered

**12,500** emergency calls per

We are organised around three Fire Risk Areas based upon the five district council areas:

- West/Cherwell
- City
- South/ Vale

Figure 7 is a map of Oxfordshire split into the fire risk areas and showing the five districts and our 24 fire stations.



Figure 7: Oxfordshire's Fire Stations

#### Key

- **24hr Wholetime/ retained crewing station** – fire engines available for immediate mobilisation 24/7
- ⊖ **Day crewing station** – fire engines available for immediate response during day and on-call response at night
- **Retained crewing station (RDS)** – on-call response



## Our purpose:

### ‘Securing a safer Oxfordshire’

Our purpose is to secure a safer Oxfordshire. This plan identifies the risks to public and firefighter safety, and sets out the things we are doing, and plan to do, to control them. Our approach is to prevent incidents happening, protect against their impact and respond quickly and effectively to minimise their effect to people and their communities. This is shown in Figure 9.



We have a measurable 10-year strategic aim, known as ‘365 Alive’, which was launched in 2006 and sets targets to save lives, save money for the Oxfordshire economy and make our communities safer through education. Specifically, our three strategic targets are, by 2016, to:

- **Save 365 lives** – reduce the loss of life in fires and road traffic collisions through the prevention, protection and response work of the Fire and Rescue Service.
- **Save the economy £100,000,000** – through the reduced number of incidents, injuries and deaths and their direct and indirect costs to the economy.
- **Deliver 840,000 safety messages to make people safer** - through the prevention work of the Fire and Rescue Service and other partners.



Figure 8: Members of the public on a ‘fire awareness day’

## Meeting our purpose

We must deal with the fire and rescue related risks that Oxfordshire faces in order to deliver our ‘365 Alive’ targets. The risks are identified in our [Operational Risk Register for Oxfordshire](#). This plan then considers how each of these risks could affect the public and firefighters, and explains what we currently do to manage these risks under three headings:

- **Prevention** – eliminating or reducing the likelihood of the risk occurring
- **Protection** – reducing the impact of the risk should it occur
- **Response** – providing a rapid and effective response should an incident happen

The plan then describes what we will look at in future to further prevent, protect and respond to risks and continue to deliver a service that is high performing and aims not to expose our firefighters to uncalculated risks. Finally, it considers how our structure and the way we work continues to offer best value for money.

Annually, we decide on specific projects to reduce key risks. These are listed as our Community Risk Management Annual Action Plan (which forms part of our county council service business plan “Safer by Design”). Each service function produces its own plan to deliver their specific objectives of the business plan.

Figure 9: From purpose to delivery



## How our plans fit within the wider context

We have a suite of plans to deliver **Our Purpose**, aligning our priorities and actions with the county council, our region and the Government's National Framework – see the diagram in Annex 1 (page 41) for details. At the heart of these plans is our Community Risk Management Plan (this document).

## Integrated risk management planning

Our integrated risk management planning consists of three main public documents:

1. **Community Risk Management Plan**
2. **Community Risk Management Annual Action Plan** which details the projects to deliver the strategy, specifically:
  - a. Evaluate the existing response, protection and prevention arrangements and identify specific opportunities for improvement
  - b. Determine policies and standards for emergency response, protection and prevention activities
  - c. Determine the resource requirements to meet those policies and standards
3. **Community Risk Management Annual Report**, which details how we have performed against our own targets and how this compares to other fire and rescue services. It lists what we have done to

deal with significant risks and reports on any reviews of the service.

Our Community and Firefighter Incident Risk for Oxfordshire considers the national, regional and local fire and rescue related risks for Oxfordshire.

Systems are in place for monitoring, auditing and reviewing the effectiveness and currency of the Community Risk Management Plan. We will undertake an annual review of the plan and issue amendments when required.

## Our business plan – Safer by Design

Our 'Safer by Design' business plan covers the Fire and Rescue Service and Emergency Planning function and includes the individual projects and activities to deliver our Community Risk Management Plan in the form of the Annual Action Plan. The business plan also contains our approach to resource planning, which identifies our budgets, training and development plan and asset management plan.

Our plan is evidence-based and focuses on localities. We seek to understand what works best in each area by working with local communities and organisations. The plan links directly with all the corporate strategic objectives within the [county council's Corporate Plan](#).

**Figure 10: OFRS fire engines and equipment outside the Radcliffe Camera, Oxford**





# Our core values

Oxfordshire Fire and Rescue Service fully supports the underpinning values of the county council, as well as those agreed nationally by the Chief Fire Officers' Association, the Fire Brigades' Union, UNISON and a number of other Fire and Rescue Services. These combined values provide a central focus on the standards and principles we expect our employees to promote, uphold and maintain.



Figure 11: Firefighters assisting in scheme to help young children with their reading ability

Figure 12: Our Core Values



# Our approach

## Prevention is better than cure

The Fire and Rescue Service will always maintain an emergency response to calls for assistance. However, our emphasis towards securing a safer society has shifted to also encompass prevention and education. Multi-skilled employees along with voluntary agencies and other partners, help promote risk awareness, self-help, safeguarding and will sign-post specialist assistance and support when required. This approach embraces the preventative agenda and reduces the call on other council services such as Adult Social Care, which helps support the elderly.

## Making the most of our resources

Despite our historic 'low cost and high performance' status, we must make the most of our 'standing assets' (fire stations, fire engines and equipment) in to the future. The county council has invested in additional full-time supervisory managers whose role is to support our fire stations that are crewed by retained duty 'on-call' personnel. They also help to crew the fire engines in rural areas. Going forward, these managers will help to deliver broader community safety initiatives in their local areas.

## A learning organisation

Oxfordshire Fire and Rescue Service is a committed learning organisation that recognises the need for change in order to improve our cost efficiency and effectiveness. We continue to invite peer review of the service, which scrutinises how well we operate. Other fire authorities critically assess our service and identify areas where we can improve. We also compare our performance with similar fire and rescue services in order to share good practice.

**"Oxfordshire County Council Fire and Rescue Service is providing a good, low cost, effective service and is striving continuously to improve."**

## Integration and collaboration

Being a highly integrated county council-run service, we already have a good track record of working with others to support the broader community safety agenda. We work with local partners, such as the ambulance, police and wider health services, as well as the county council, to tackle the increasing range of community safety and well-being issues. We recognise the value of effective partnership working in delivering the best service we can.

In order to continue to deliver excellent value for money, whilst maintaining resilient services, we are also looking to share specialist functions and assets with partners such as the Thames Valley Fire Control Room Service collaboration programme with Royal Berkshire Fire and Rescue Service.

At the operational level, we share boundaries with six different fire and rescue services. We have extensive experience of working with our neighbouring services to resolve incidents near our borders. We are also an active member of the Thames Valley Local Resilience Forum and regularly plan and train together for larger incidents.

## Our performance

In order to continuously improve our service for the benefit of the people of Oxfordshire, we actively look at our day-to-day work and any changes that have been introduced. We regularly monitor key performance measures and take action to improve them.

We set challenging performance targets in all appropriate areas of work (including

operational and business aspects). We believe in being open, honest and transparent about our performance; our annual performance can be viewed in the Oxfordshire Fire and Rescue Performance web pages and in our Annual Report. These reports include details of different types of emergency incidents (such as fires and road traffic collisions) and identify any trends or patterns. They look at other non-emergency calls and how they have been dealt with, including unwanted fire alarm signals and hoax calls.

## 365 Alive performance

As at March 2012, six years into our 10-year campaign, we calculate:

### 365 Alive performance

**280 people are still alive** as a result of our work and interventions around fires and road traffic collisions - 64 more people than our target.

**Almost £95 million has been saved from the economy** as a result of our work and interventions at road traffic collisions and at fires in both homes and in businesses. This is almost £29 million more than our target.

**Over 504,000 safety messages have been delivered to key audiences** exceeding our target by over 136,000 people.

## How quickly Oxfordshire Fire and Rescue Service responds

Oxfordshire County Council, as the Fire and Rescue authority, approves the targets for how quickly we will respond to emergencies (our *emergency response targets*):

Under normal circumstances, when an emergency occurs, a fire engine will be sent from the nearest fire station. Our target is to get to all incidents within 11 minutes (80% of the time) and 14 minutes (95% of the time) – from when the fire engine is sent to when it arrives at the scene.

Response times will be affected by various factors, for example incident location, traffic and weather conditions.

Due to the rural nature of some of the communities in Oxfordshire, ensuring that a swift and effective response is available to everyone is a significant challenge, especially during periods of heavy snowfall or other delays to the road network. The service must ensure that it is innovative in its approach to provide the best response possible to everyone while maintaining its cost effectiveness.

Going forward, we will continuously challenge these targets to ensure we have the fire engines in the right place, and firefighters with the right skills, so we can make an effective response across Oxfordshire.

## Section 2 – Our risks

A risk is a situation where firefighters or members of the public are exposed to danger. The risks that the Fire and Rescue Service has to manage are numerous and can vary in the likelihood of the situation occurring and the level of exposure to danger. This plan brings together national, regional and local risks and groups these under five categories:

- **Risk at home** –risks at home from emergency situations and other risks in the community that are not covered elsewhere.
- **Risk at work** –risks at work from emergency situations and hazardous processes and materials.
- **Risk whilst travelling** –risks while travelling by road rail, boats and aircraft.
- **Heritage risk** – risks to the wealth of places with historical value in Oxfordshire.
- **Extreme events** –extreme weather, environmental impacts and terrorist activities.

Each category includes:

- the risks to both the public and firefighters;
- the existing measures to prevent, protect and/or respond to each risk, and;
- a list of future options to be explored up to 2018.

**Our operational risk register summarises the combined local, regional (Thames Valley Community Risk Register) and national risks (National Risk Register) facing us. The following section summarises the risk identified and puts them into context.**

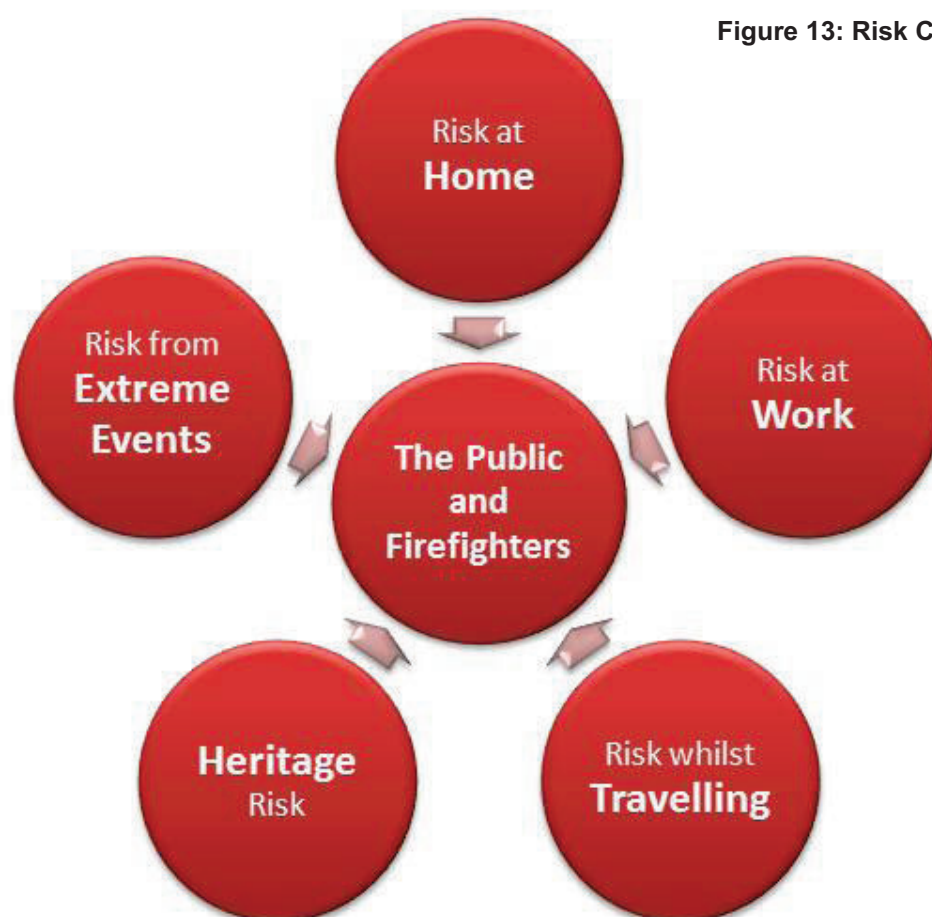


Figure 13: Risk Categories



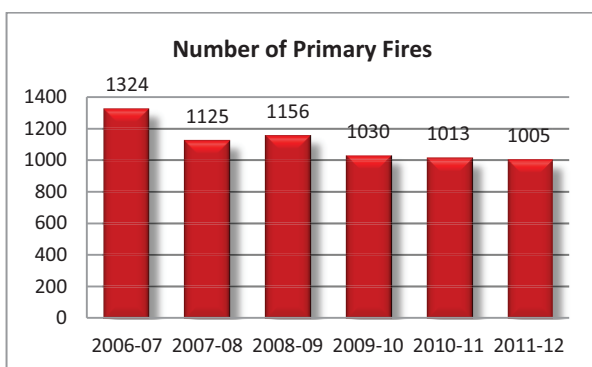
# Risk at home

## Identified risks to the public

In 2010 there were 36,000 fires in people's homes in England alone. There were 7,400 people injured as a result of fire and 321 people died, of which over two thirds involved fires in the home (Fire Statistics Monitor: 2011).

In 2011/12 there were 346 accidental fires in Oxfordshire homes, 20 people injured as a result of fire and one person died.

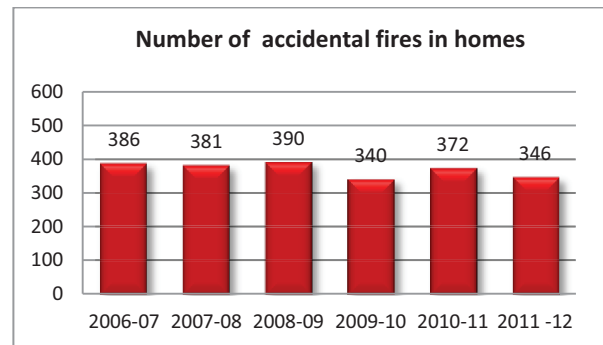
We are very pleased with our proactive community fire safety work. As Figure 14 shows there has been a general reduction in primary<sup>2</sup> fires over the last six years. However, as Figure 15 shows, the number of fires in homes has remained fairly static over the same period. The overall reduction is largely due to the increased amount of prevention by fire and rescue services, both locally and nationally, and also fire safety features included in homes. Behaviour has also changed; people are more likely to have working smoke alarms, home fire escape plans and basic fire safety checks.



**Figure 14: Number of primary fires in Oxfordshire**

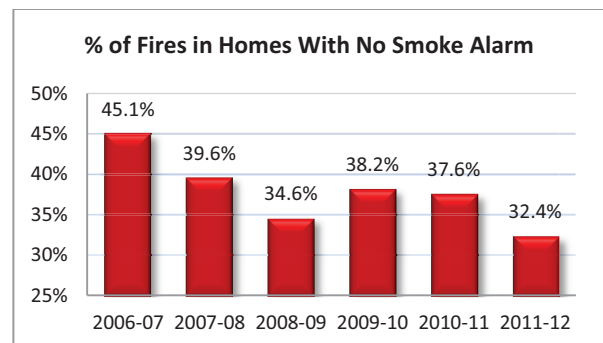
<sup>2</sup> Primary Fires are reported fires or any fires involving casualties, rescues, or fires attended by five or more appliances – UK National Statistics

However, of the 346 fires in homes we attended in 2011/12 nearly 4 out of 10 did *not* have a smoke alarm fitted (see Figure 15). Of the remainder that did have smoke alarms fitted almost 1 in 3 of these alarms were not working (up from 1 in 5 in 2010/11), often because the batteries had run out. We recognise we need to do more in this area to create a safer Oxfordshire.



**Figure 15: Number of accidental fires in Oxfordshire homes**

National data shows that you are twice as likely to die in a house fire that has no working smoke alarm.



**Figure 16: Percentage of home fires with no smoke alarm**

Different construction types, e.g. timber-framed buildings, can also affect the likelihood and severity of a fire. Another important factor in reducing fire casualties in Oxfordshire has been our improvements in the emergency response that we provide to rescue people and extinguish fires. These include improved technology, training, techniques and equipment.





**Figure 17: Firefighters undertakes realistic Road Traffic Collision training**

### Those most at risk

An analysis of fire fatalities from 2001 to 2011 have shown that there are three predominant factors that apply to people who have died in fires at home:

- alcohol or drug misuse
- mobility issues
- health issues

People who are more likely to have a fire in their home include:

- older people (65 +)
- single adults living alone
- children and young people (1 – 17 years old)
- smokers
- people with mobility problems
- people with sensory impairment
- people with alcohol or drug use problems
- people with learning disabilities
- people with a mental health problems
- people from minority ethnic or faith groups
- people in temporary accommodation or poor housing
- people using dangerous appliances

Many of these groups are the most difficult to successfully engage with. A key part of this document covers how we intend to continue

improving our communication with such higher risk groups, including maintaining and expanding partnerships with the county's public, private and voluntary organisations.

***“Almost twice as many people over the age of 50 now die in dwelling fires in the UK each year compared to those under 50”<sup>3</sup>***

Oxfordshire Fire and Rescue Service uses different sources of data to identify where the people in greatest danger actually live in order to target our prevention work.

### Other risks in the community

Other risks in the community include travelling, extreme events, (both covered later in this plan), and dangers associated with sporting and leisure activities. We regularly help rescue people who are trapped by severe weather, in water, at height or even simply locked out of their homes.

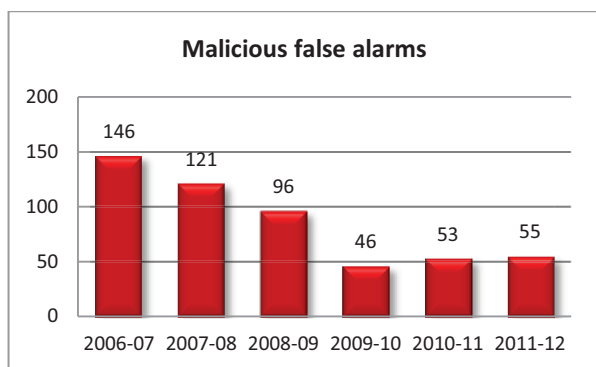
The Fire and Rescue Service also responds to incidents that pose a risk to the environment, including grass or woodland fires. Oxfordshire has many Sites of Special Scientific Interest (SSSI) in its communities, which can be seriously affected by fires or chemical releases if not dealt with effectively.



**Figure 18: Firefighters prepare to attend a fire**

Malicious false alarms or hoax calls are a particular problem for all emergency services. As Figure 19 shows, although the numbers are relatively low in Oxfordshire, each hoax call wastes limited public resources and puts firefighters and those in genuine need at higher risk.

<sup>3</sup> Ageing Safely – Chief Fire Officers Association - 2011



**Figure 19: Malicious false alarms in Oxfordshire**

## Identified risks to firefighters

Although no longer the main proportion of firefighters' work, dealing with fires still presents serious danger due to threat of fire, smoke, the construction of the building and the buildings contents. The tragic deaths of two firefighters at a fire in a high rise block in Stevenage in 2005 and a further two firefighter deaths at a tower block blaze in Southampton in 2010, underlines the danger presented by this type of building in particular. As a result of these incidents, we revised our policies, procedures, training and equipment and continue to review them to deal as safely as possible with such incidents.

Firefighters wear technologically advanced clothing and breathing apparatus to protect themselves from heat, flames and smoke. They tackle fires using advanced equipment and are highly skilled in operating in smoke-filled environments with no visibility to locate and rescue people who are trapped. Firefighters also learn about different types of building construction to understand the risks they can present – as well as studying how fire develops and behaves, which includes regular exercising in realistic, but controlled, fire conditions.

With the success of our prevention work and the falling number of fires, individual firefighters may have less real experience of fires. This places even more importance on our operational procedures, excellent command and leadership and thorough, regular and realistic training.

## Existing management strategy

**Oxfordshire County Council Fire and Rescue Service, in partnership with other service providers, fitted over**

**9000 domestic smoke alarms from 2004 to 2011.**

## Prevention

**Home Fire Risk Checks** raise the awareness of the danger of fire in people's homes and encourage the fitting of smoke alarms, significantly contributing to the reduction in fire deaths and injuries. We use data (for example demographic profiling) to target those who are most at risk, and working with our partners in health and social care, ensure they receive the appropriate advice and help with safety in the home (including escape plans and smoke alarms).

**Oxfordshire County Council Fire and Rescue Service, in partnership with other service providers, educate 5000 children a year at the Oxford Safety Centre.**

**Education** is a core part of our business plan and aims to prevent children and young people from being harmed or killed. Key activities include:

- Engaging with many thousands of children and young people per year in the county's schools through our Key Stages schools' programmes.

- Providing direct counselling to nearly 40 children and young people per year using specially trained fire setter counselling staff.
- Divert children and young people from anti-social behaviour by engaging in partnerships and acting as role models.
- Educate an average of 5,000 children and young people in fire safety skills and responsible citizenship per year through our Junior Citizen Programme.
- Identify and disseminate good practice in working with children and young people.

We started our Fire Cadet scheme in 1993 and now work with up to one hundred 12-18 year-olds each year. We provide them with a training programme that includes fitness, communications, team work and basic life-saving skills, leading to a Duke of Edinburgh Bronze Award.

## Protection

### **Sprinklers and Automatic Water Suppression Systems**

Sprinklers have been installed in businesses for many years and are proven to reduce the damage from spreading fires. It is now possible to put sprinklers and suppression systems into people's homes, although relatively few have been fitted in Oxfordshire.

Oxfordshire Fire and Rescue Service strongly believe that fitting sprinklers or automatic water suppression systems will reduce the number of fire deaths and injuries, save people's property and improve firefighter safety. Where appropriate, our officers recommend the systems when planning consultations and giving advice.

## Response and intervention

### **Fires**

When we attend fires in people's homes we send the right people and equipment needed to deal with the incident. We use the latest equipment and techniques, including breathing apparatus, thermal imaging cameras and forced ventilation fans to resolve the incident as quickly and safely as possible. This helps to rescue people and minimise fire damage.

### **Water rescue**

Oxfordshire has many waterways, which have associated risks of flooding and drowning. We have firefighters trained to rescue people from both moving and still water, including faster moving 'white water'. They will also respond to national emergencies resulting from large-scale flooding. Our firefighters identify potential areas of danger on our waterways and learn the best locations to launch our rescue craft.

**Oxfordshire County Council Fire and Rescue Service responds to over 3 incidents a day that are not fire related.**

### **Rescue from height**

Every firefighter is trained and required to work safely at height. Every fire engine carries rope access equipment. We have specific policies and procedures for working at height and for tackling high-rise incidents effectively, while complying with legal safety requirements.

### **Responding with the ambulance service**

In a number of rural localities, firefighters will respond to certain emergency calls made to the ambulance service. These incidents are usually heart attacks or breathing difficulties in locations where firefighters can arrive before the ambulance service. Firefighters are trained to deliver the immediate first aid that may be required but will always be backed up by ambulance crews who take over on arrival.

## Risk at home

### Future options

#### **To continue to improve our services we will:**

- Review the way we respond to incidents in residential areas.
- Review the vehicles, equipment and techniques that we use, including new technology such as Ultra High Pressure Cutting Extinguishers (UHPCE). This equipment projects a super fine mist of water into a building and has the capability to add an abrasive grit into the spray. The grit allows the spray to cut through walls so the spray-jet can be applied from the outside, immediately improving conditions inside the building for anyone trapped.
- Consider expanding our current joint working with the Ambulance Service.
- Review the level of emergency response resources required at different times of the day and week, based on local risk analysis and incident trends.
- Develop our work with neighbouring fire and rescue services to ensure people receive the quickest possible response to an emergency, regardless of borders.

#### **To ensure we remain excellent value for money we will:**

- Review the vehicles and equipment we use when responding to different incidents. This will include harnessing the new technology of multi-functional and specialist vehicles to address the vast range of incidents we attend..
- Develop a management strategy to allow fire stations to become more valuable community assets.

#### **To build on our engagement with vulnerable groups we will:**

- Develop current and new partnerships with other public sector agencies and volunteer groups to further improve access to and delivery of prevention services to vulnerable members of our community.

#### **To continue to develop our partnerships we will:**

- Consider engaging with, and helping to develop, volunteer groups to assist in fire prevention education.
- Work further with other Fire and Rescue Authorities, at the appropriate level, to deliver savings and maintain effective working between different fire and rescue services.
- Foster stronger partnerships with local businesses to encourage them to release employees to undertake the role of 'on-call' firefighters.

#### **To build on our influence with Government and other decision makers we will:**

- Continue to lobby local and national bodies to increase installation of sprinklers and automatic water suppression systems in future residential developments.
- Work with our partners to encourage the installation of sprinklers and automatic water suppression systems in existing domestic buildings.

#### **To develop and integrate our plans with other services and areas we will:**

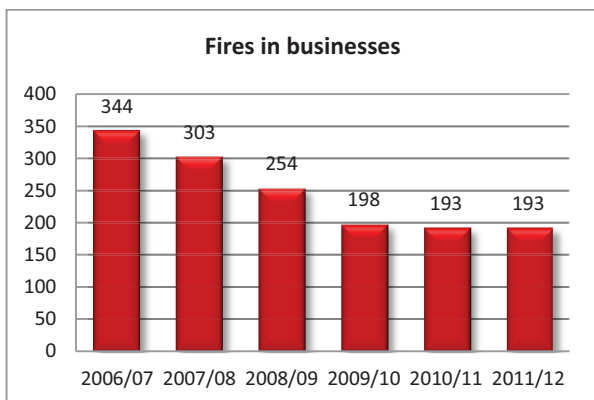
- Consider exploring joint planning with other local public services, to create a 'place map' of community risks, aims and priorities.
- Consider a coordinated approach to planning with neighbouring services.



## Risk at work

In Oxfordshire, there is an average of around **four fires a week that involve property that is either publicly or commercially owned.**

We investigate each incident and analyse national trends to identify people who are most at risk from fire when at work or when using commercial facilities.



**Figure 20: Number of fires in Oxfordshire businesses**

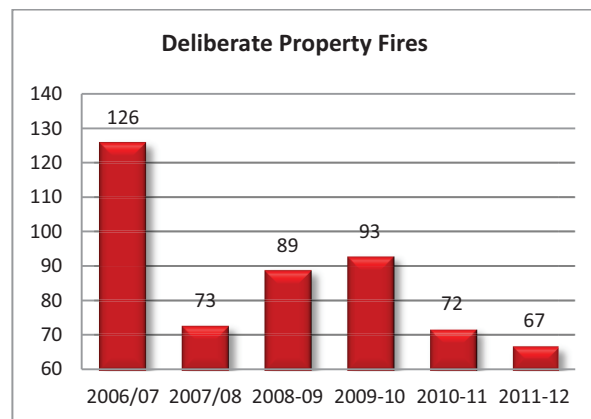
### Identified risks to the public

Although the risks to people while at work are not statistically as high as those when at home, they are still significant. There is a legal requirement under the [Fire Safety Order 2005](#) for employers to reduce the risk from fire to both their employees and their customers; we have the legal responsibility to enforce this. Annex 3 of this document details our policy and approach.

**In the UK**  
**45% of serious business fires are arson related**

The danger of fire can be higher in some businesses due to the nature of their work. The tragic deaths of four firefighters at a warehouse fire in Atherstone, Warwickshire in 2007 highlights the risks that some modern

businesses can present (the warehouse was the size of four football pitches). We focus our fire safety audit programme on higher risk premises but offer free advice to all businesses.



**Figure 21: Deliberate property fires in Oxfordshire**

According to the Arson Prevention Bureau, up to 80 per cent of businesses never fully recover from a serious fire, and 45 per cent of these fires are arson related. We provide free, impartial advice to improve the fire safety management of businesses. However, if necessary, we will enforce legislation when acceptable standards are not met.



**Figure 22: Firefighting at a Witney warehouse**

### Identified risks to firefighters

Since 1991, thirteen firefighters have died dealing with fires in commercial properties in the UK. These fires can be particularly dangerous to firefighters because the buildings can be very large, complex structures with few windows (e.g. factories and warehouses). The construction and/or contents can also cause rapid development of fire and the building's subsequent collapse. There are also many chemical processes used for manufacturing that can

present a serious danger to firefighters, members of the public and the environment.



**Figure 23: Firefighters training in realistic conditions**

## Existing management strategy

### Prevention

We have a legal responsibility to provide fire prevention advice to businesses under the Fire and Rescue Act 2004. In turn, businesses have a legal requirement to carry out a suitable and sufficient fire risk assessment under the [Fire Safety Order](#). As part of our risk-based approach to inspection (which uses national best practice and outcomes of national fire data and societal life risk), we audit assessments and offer advice to improve a business' fire safety management. We also enforce the law, if risk assessments have not been undertaken or maintained, or do not minimise the risk to people lives.

We will ensure that companies understand and mitigate the risks their business presents to the public and their staff, as well as train their staff accordingly. Our advice and audits help businesses to reduce the potential for arson by implementing simple measures as part of their fire safety management.

### Protection

During the development phase of any new building or major alteration works to commercial buildings, we will liaise with local authority building control officers to ensure that an acceptable level of safety and fire protection is provided, as set by the relevant standards. For more complex buildings, we may be required to approve innovative fire safety management systems that do not fall

within the set standards. This enables architects to design intricate buildings, while maintaining the safety of the people that use them.

## Response and intervention

We respond to fires in all business premises and we are trained to deal with expected general hazards. Firefighters visit certain high-risk premises to familiarise themselves with specific hazards and gather information that will be useful in an emergency. Regular visits ensure firefighters keep up to date with businesses as they develop and change.

## Risk at work Future options

### To continue to improve our services we will:

- Review our Fire Safety Audit and risk rating procedures to ensure that businesses with higher risks provide adequate fire safety management at their places of work.
- Review the way we respond to commercial premises.
- Review the vehicles and equipment we use when responding to different business premises.
- Review the way we undertake Fire Safety Audits.

### To ensure we remain excellent value for money we will:

- Review the availability of emergency response resources based on an analysis of the local risks throughout both the 24-hour day period, and across the different days of the week.

## Risk whilst travelling

### Identified risks to the public

Although the number of people killed and seriously injured on our roads has declined over the last decade, it has levelled out in recent years (see Figure 24), with an average of three or four fatalities per month and one serious injury every day on Oxfordshire roads. Nevertheless, this figure is still not acceptable.

Every person seriously injured in a road collision will cost the national economy an estimated £178,160, and every person killed costs the economy an estimated £1,585,510 (Reported Road Casualties Great Britain 2009: Annual Report, *Department for Transport*).

Although UK Fire and Rescue Services have always rescued people from road collisions, since 2004 they have had a legal responsibility to do so.

Traffic accidents are most likely to occur when roads are slippery due to rain or ice and when visibility is reduced by poor light or fog. Other major contributing factors to accidents include excessive speed, tiredness, alcohol and drugs, and driver distractions caused by mobile phones or other devices.

The county council investigates road engineering solutions for parts of the road transport network where accidents occur most frequently. Education programmes are delivered by the County Council Road Safety Team, which is now part of Oxfordshire Fire and Rescue Service. This is sometimes carried out in collaboration with other agencies such as the police or local community safety officers.

### Identified risks to firefighters

The risks to firefighters when dealing with serious road traffic collisions are extremely high, especially on major or fast roads. Firefighters must manage traffic to ensure a safe area to work, both in and around the incident. Depending on injuries and vehicle damage, firefighters may use hydraulic cutting equipment to carefully release people. Whilst doing this they must consider the construction of the vehicle and its safety systems, such as airbags. Although designed to save the passengers' lives, safety systems can present a danger to the firefighters attempting to cut through the structure of a vehicle.

Vehicles are continuously being improved for safety and fuel efficiency. The development of alternative fuels, whether it is electric, gas, hydrogen or bio-fuels, presents further potential hazards to firefighters.

In addition, many chemicals and hazardous materials are transported by road and rail. When involved in a collision, these can present serious dangers to firefighters, the community and the environment. Firefighters will deal with the initial phase of all hazardous materials incidents and, in some cases, will make the area safe until specialist teams arrive.

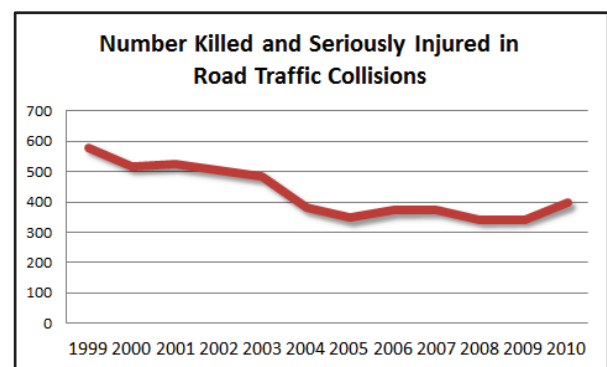


Figure 24: Number killed and seriously injured on Oxfordshire roads

## Existing management strategy

### Prevention

**Education** – The key aim of ‘365 Alive’ is to reduce the numbers of people killed and seriously injured on our roads throughout the county. Education is crucial. We visit young adults in their last years of school and deliver our ‘**Choices and Consequences**’ programme, which uses hard hitting case studies to illustrate the potential dangers of poor driving. The programme is currently delivered to all Key Stage 4 students in secondary schools across Oxfordshire.

We strongly believe that the programme is delivering a real reduction in the number of new drivers involved in road traffic collisions. The programme receives exceptionally good feedback and national recognition for its impact on the behaviour of young drivers.

Drivers aged **17-25** are **70%** more likely to be killed or seriously injured on the road compared to other drivers.

**Road Safety Team** – The Fire and Rescue Service includes the county council’s dedicated Road Safety Team. We work with partners to run road safety campaigns and events to reduce collisions by trying to educate and change driver behaviour. Events include child cycle training, child pedestrian training, child seatbelt fitting and young drivers and motorcyclist themed events, which aim to solve county wide or specific local problems.

In 2011, Oxfordshire introduced 50mph speed limits on the most dangerous stretches of a number of our dual carriageways to reduce the risk and severity of accidents.

### Protection

Physical road layout and traffic calming measures can be effective in reducing the number of accidents on the road. We consult on road network improvements and ensure proposed measures are as effective as possible in reducing road collisions, while maintaining traffic flow. The county council

has a team that identifies areas where high numbers of accidents occur and delivers road engineering solutions if appropriate. The team also bears in mind the effect that ‘calming’ solutions might have on the time it takes us to respond to local communities.

### Response and intervention

Collisions involving transport can be very difficult to resolve. All our fire engines carry sophisticated equipment for dealing with such incidents, including hydraulic equipment to cut through a vehicle’s structure. Our firefighters are also trained to assist the ambulance service and give initial first-aid treatment when required.

We also have a range of specialist rescue vehicles that carry a wider range of equipment to deal with even the most complicated transport incidents, including heavy goods vehicles, trains and aircraft.

Fire engines also carry equipment to deal with hazardous material spillages to protect the environment. We have a specialist environmental protection unit (delivered in partnership with the Environment Agency) to assist at larger incidents of this type.



**Figure 25: Fire crews release the driver of a car that left the road and landed in a garden**



## Risk whilst travelling

### Future options

#### **To continue to develop education and prevention we will:**

- Consider developing more targeted and innovative safety education initiatives, together with the police and other agencies.
- Build on our integrated approach to delivering road safety education using resources from across the county council and other partners.

#### **To continue to improve our services we will:**

- Develop the work of the Oxfordshire County Council Road Safety Team.
- Review the way we work with the Ambulance Service at road traffic collisions, to ensure we continue to provide high-quality casualty care.
- Review our response to all transport incidents to ensure it remains 'fit for purpose'.

#### **To ensure we remain excellent value for money we will:**

- Review our equipment, training and mutual aid arrangements to ensure we are able to deal with large and complex transport incidents from major rail and aircraft accidents to smaller one-vehicle collisions, whilst also maintaining a cost-effective service.



**Figure 26: Firefighters are responsible for releasing people from collisions into the care of the ambulance service**

## Heritage risk



**Figure 27: Incident at Blenheim Palace**

### Identified risks to the public

Oxfordshire has over 12,000 listed buildings, including many sites of importance to the country's national heritage. The city of Oxford is internationally famous for its university and college buildings, some of which date back to medieval times. Blenheim Palace heads a list of nationally-important stately homes and is one of 390 Grade I listed buildings in the county.

**Oxfordshire has:**  
**12,000+** Listed Buildings  
**390** Grade I Listed

Within Oxfordshire there are also art, books and artefacts of national and international importance that need to be protected. In certain areas of Oxfordshire, tourism is a significant part of the economy, relying heavily on these buildings and their treasures. Therefore, reducing the risk of fire and damage not only protects the physical objects themselves but also the livelihoods of these communities.

### Identified risks to firefighters

Heritage buildings often have complex layouts and, coupled with their old construction, can present extreme dangers to firefighters during a fire. The high value of these buildings and their contents may

require extensive firefighting operations, including complicated salvage work to save priceless artefacts.

### Existing management strategy

#### Prevention

We work with heritage building owners and occupiers and advise them how to reduce the risk of fire through effective prevention policies and fire safety management.

#### Protection

All commercial buildings must have minimum standards of safety. Achieving these standards in heritage buildings can be very challenging. We have specially trained officers to discuss solutions with owners and occupiers of any heritage building.

We pre-plan for incidents involving heritage buildings. Comprehensive plans have been created for the county's heritage sites that have the greatest value and may present the greatest risks to the community and/or firefighters. These plans ensure that if a fire happens, we are able to deal with it effectively and minimise damage and disruption.



**Figure 28: A timber frame building quickly destroyed by fire**

### Response and intervention

Firefighters are aware of the heritage buildings in their local areas and those that the service has special firefighting plans for. Firefighters are familiar with these plans and regularly undergo operational exercises with the staff and managers of the building. The exercises involve full-scale simulations of serious fires in these buildings, ensuring the plans and actions are fully tested.

## Heritage risk

### Future options

**To continue to protect Oxfordshire's grand heritage we will:**

- Work with the owners and occupiers to ensure that the significant heritage risks are continually evaluated and amendments to plans made as required.
- Develop our ability to effectively respond to this type of incident, using new fire protection / suppression technology and innovations in emergency response equipment.
- Review our programme of operational exercises involving High Risk Heritage Premises.



**Figure 29: Rope rescue crews training in Oxford**



# Risk from extreme events

## Identified risks to the public and communities

The following events can create very high risk to people and their communities:

- large public events
- civil disturbance
- chemical and biological accidents or spillages
- explosions
- acts of terrorism
- extreme weather events; snow, flood, wind and wildfire
- human and animal pandemics



**Figure 30:**  
Firefighters in chemical protection suits

The emergence of global risks has a real impact on the way we assess the potential of extreme events and the way we plan for them. People in the UK now live in a world where the threat of terrorism is ever present, where the impact of climate change is more extreme and the risk of a human pandemic is still current.

Oxfordshire Fire & Rescue Service (as both an emergency responder and as the county council service responsible for Emergency Planning) is part of the Thames Valley Local Resilience Forum (TVLRF). This partnership comprises the police, local authorities, fire, ambulance, Environment Agency, health, military, and utility and transport companies across Oxfordshire, Berkshire, and Buckinghamshire. TVLRF plans to deal with the consequences of any large-scale event within the county, whilst also being able to support other Fire and Rescue Services as part of a national response.

The TVLRF provides information and advice about actions to take to ensure that residents, visitors and businesses in the Thames Valley are ready and prepared - before, during and after a major incident.



**Figure 31:** Fire and Rescue crews multi-agency training day

This includes general emergency and risk information relating to severe weather, fire, chemical incidents, major disruption to business activities and localised flooding.

Visit the Thames Valley Local Resilience Forum website for more details - <http://www.thamesvalleylrf.org.uk/>

The risks to the region are identified by the Thames Valley Resilience Forum while national risks are identified by the Cabinet Office.

## Identified risks to firefighters

As well as the more generic dangers that extreme events present to firefighters (e.g. firefighting, vehicle extrication, working at height), there are also a number of specific dangers (e.g. chemical, nuclear, radiological and biological hazards, major building collapse, wide-area flooding and civil disturbance). We establish effective command and control arrangements to ensure our firefighters can operate as safely as practicable in such complex and hazardous environments.

Firefighters train extensively in complicated procedures to deal effectively with this type of incident, even though we do not expect them to happen regularly.

## Existing management strategy



**Figure 32: Firefighters dressing in chemical protection clothing at exercise**

### Prevention

Oxfordshire Fire and Rescue Service and the County Council Emergency Planning Team advises communities and businesses how to reduce any potential risks and create comprehensive local community plans to help prevent and recover from such events.

In partnership with the Environment Agency, we also offer advice to those who are at risk from flooding. We are part of local Safety Advisory Groups, whose role is to improve the safety at all public events in the county.

### Protection

We have comprehensive business continuity plans that are designed to prevent extreme events from having an adverse effect on our essential services. As a consequence, we are confident that we will be able to provide a level of emergency response even if affected by high levels of absence caused by pandemic flu or another similar event.

### Response and intervention

We work in partnership with all other agencies involved with extreme events to maintain effective working across Fire and Rescue Services and other emergency services. Fire officers regularly train with other emergency services and agencies within a nationally agreed set of command

and control procedures to ensure a co-ordinated response to any large-scale incident. We also use locally-agreed infrastructure and information systems. We have officers who are specially trained to work alongside the police (Inter-agency Liaison Officers) and our senior managers regularly take part in strategic exercises with colleagues from the police, ambulance service, hospitals, Environment Agency and the Health Protection Agency.

Furthermore, the Thames Valley Fire Control Service programme is aimed at improving our resilience across both Oxfordshire and Royal Berkshire when dealing with such large or 'spate' incidents.

We also respond to incidents that involve hazardous materials, which could seriously contaminate the environment. We have highly trained and suitably equipped, Hazardous Material and Environmental Protection Advisors, who can respond to incidents day or night, as well as providing additional command and control at other types of incidents.

As part of the country's national resilience resources, we maintain a Detection Identification and Monitoring Team (for hazardous materials), an Incident Response Unit (mass decontamination for the public) and a High Volume Pump (for flooding incidents and the movement of large quantities of water).



**Figure 33: Flooding in Abingdon during 2007**

## Risk from extreme events

### Future options

#### To continue to improve our services we will:

- Review the way we respond to extreme events in light of any changing environmental factors.
- Develop and improve our business continuity plans, learning from the experience of other services and partners. Consider expanding our intra- and inter-operability assets (those we use with other Fire and Rescue Services, as well as other services such as police and health).
- Explore opportunities to share specialist functions, assets and equipment with partners and neighbouring fire and rescue services in order to maintain and improve our effectiveness.

#### To continue to develop our partnerships we will:

- Continue to work in close partnership with businesses in high risk industries to reduce the dangers associated with handling chemicals and other hazardous materials.
- Build our partnership with The Environment Agency and Department for Environment, Food and Rural Affairs to reduce the environmental impacts of incidents
- Develop the way we work with other agencies and other fire & rescue services (through the Thames Valley Local Resilience Forum and Fire & Rescue Service Strategic Resilience Board for instance) to ensure intra- and inter-operability at large-scale incidents.

Figure 34: Rescue exercise from lake at Blenheim Palace





## Section 3 – Fit for purpose

### Operational challenges

As well as the many external risks and challenges that we face, we also need to ensure that we manage the risks and challenges that we face as a public sector organisation including:

- Maintaining the Retained Duty System
- Delivering our services in a period of public sector funding cuts
- Making the most of our resources such as people, buildings, vehicles and equipment – [see next section: Organisational Development](#)

### Maintaining the Retained Duty System

Of just over 600 firefighters in Oxfordshire, some 360 are on-call, working the Retained Duty System (RDS). This means that they may have another job, run a business or work at home but are available to respond to incidents and undertake regular weekly training. All 24 of our fire stations have at least one fire engine that is staffed by on-call (retained) firefighters.

Our two key challenges are:

- Attracting and retaining sufficient RDS firefighters, especially during an economic downturn when businesses may reconsider releasing their employees to provide on-call firefighting duties
- Ensuring RDS firefighters have appropriate training and development. This becomes increasingly challenging as their role becomes more diverse and they must learn new techniques and new technologies.

make a number of savings and continue to deliver efficiencies and improvements to maintain our cost-effectiveness.

We are not anticipating the public sector funding position to improve significantly during the five-year life of this plan and therefore expect to be constantly reviewing our service to get the most out of the resources that we have.

Around 75% (£18m) of our budget is spent on employees, and over 90% of that figure (£16.2m) is firefighter pay. This highlights how valuable our firefighters are and how we must ensure that we maximise their productivity. As a consequence, we are constantly review working patterns and rotas, as well as crewing levels and training and development programmes.



Figure 35: Firefighter training at Station

### Funding

We are very proud to be one of the highest performing services in the UK, with one of the lowest cost levels. However, we have had to

## Organisational development

This is about developing the type of organisation we need to be to ensure we remain fit for purpose and continue to make Oxfordshire safer.

### People

#### Training and development

As we face a broad range of risks associated with new buildings, technology and extreme risks, we expect more from our firefighters. Regular and realistic operational training on techniques, procedures and equipment is vital to maintain firefighter effectiveness and to reduce the risks to the public and themselves. For more senior operational managers, the skills needed to command large complex incidents need to be developed and regularly practiced.

We have a sophisticated approach to training and development, which follows the principles of the nationally-recognised Integrated Personal Development System and uses a three-phase model:

- Phase One: acquisition – acquiring the skills and/or knowledge
- Phase Two: application – applying the skills/knowledge
- Phase Three: maintenance – maintaining the skills/knowledge through regular refresh



Figure 36: Firefighter training at Station

#### Culture

As an organisation we have a strong team spirit and a 'can do' culture of getting things done. We reinforce this through the county council staff awards, the Fire and Rescue Annual Awards Evening, Staff Briefings and weekly internal communications. The nature of our work means that stations and teams often form close knit social groups, which go beyond the workplace.



Figure 37: Firefighters practice drill, at Wheatley RDS Station

#### Recruitment and retention

The role of a firefighter is still highly valued and when we recruit to full-time positions we receive applications from across the country. However, we do face a challenge ensuring that in some areas we have the appropriate number of RDS firefighters to respond around the clock.

### Assets

We own all 24 of our fire stations, plus 34 fire engines and various specialist vehicles. These assets and our other equipment are worth £27 million at current market values (1<sup>st</sup> April 2011). It is crucial, therefore, that we get the best value from these assets by buying them for the best possible prices, by maintaining them well and by maximising their usage.

We currently have the best value fire engines in the South East Region.

To maximise usage and value, we need to ensure that we have the right number and type of assets in the right places at the right times. To achieve this we analyse past data and forecast the trends of different types of



incidents, including where and when they occur. We also analyse current and predicted response times to identify where best to locate our assets.

## Structure

We are constantly reviewing our structures to ensure that we make best use of available resources. Decisions are made at the most appropriate level. We aim to maximise responsiveness, efficiency and effectiveness, while balancing local, 'on the job' knowledge with experience and strategic awareness.

At operational incidents we follow national guidance for command structures, which ensure that we have suitable control of the incident and can operate with other Fire and Rescue Services at major incidents. This approach also reduces the risks to firefighters and the public.



Figure 38: Extrication equipment on Specialist Rescue Unit

## Summary of future challenges

In order to maintain the most effective response to emergencies we must ask ourselves a number of questions:

**Why?** – Why do we provide the services that we do? Fire and Rescue Services have a number of statutory duties detailed by the Fire and Rescue Act, the Regulatory Reform Fire Safety Order and the Civil Contingencies Act. We also choose to get involved with the delivery of services that we believe are important in improving community safety. We need to regularly review that the services we provide are the most appropriate and cost-effective.

**How?** - How will we respond to incidents? How will we maintain an appropriate level of service during the most extreme circumstances or when we are dealing with large incidents - both locally or nationally? Can this be done more effectively in collaboration?

**What?** - What equipment, vehicles and skills should we be using in the future to ensure we provide an excellent and cost-effective emergency response – while, at the same time, reducing the risk to firefighters wherever practicable?

**When?** - We currently aim to provide a uniform level of available emergency resources, regardless of the changing levels of risk throughout the day or on different days of the week, month or year. With an improved understanding of the changing nature of risks, we need to consider how we can best meet them with a more flexible approach.

**Where?** - Where should fire engines and specialist vehicles best be located to ensure we can provide the appropriate response to the full range of emergencies, whilst also providing an effective prevention service to the community?

**Who?** - Who is best-placed to respond to the local risks? We currently have full-time staff who work at a number of different stations in predominantly urban areas and on-call staff in more rural communities. Both provide emergency response, education and prevention activities. As risks in the county change, will we need to adapt our staffing arrangements to suit?



## Section 4 - Operational assurance

The challenges we face when we send firefighters to emergency incidents is recognised by the Health and Safety Executive (HSE) who said:

*“they (the Fire Service) have to prepare individual employees to be able to make decisions in dangerous, fast-moving, emotionally charged and pressurised situations, even when there may sometimes be incomplete or inaccurate information about the incident;”*

The HSE also stated that:

*“many incidents firefighters face can develop at speed, some can develop in unexpected ways – and firefighters may, from time to time, be confronted with situations outside their experience;”*

*“they may not be able to control or mitigate some aspects of the working environment.”*

We agree with these statements but this does not mean that we adopt a ‘cavalier approach’ in emergency situations. We develop safe systems of work, continually train and assess our staff, and provide the best equipment and a high standard of personal protective equipment.

This approach means that operational assurance is considered in advance but has a big impact on our performance on the incident ground.

Our policies and procedures on training provide us with firefighters who are capable of completing their tasks competently and safely. The review of when, how, where and who train our staff will have a direct impact on our performance at an emergency situation.

Once we are at an emergency situation we have a responsibility to the public, our employees, other emergency responders and

anyone who might be affected by our activities. We have developed standard approaches to managing incidents that have a track record of success in reducing risk. As each incident is unique, there is a great potential for learning. This might relate to the resource we send, our generic procedures for dealing with that incident type, the decision making of the officer in charge and the fire fighting actions of our crews.

To capture this learning and make sure we move forward, we actively monitor our performance at emergency incidents and training events. We review either specific incident types against the suggested actions and safe systems of work in our procedures, or the performance and decision making of the officer in charge against the expected standards. All staff that attend an emergency incident have the opportunity to feedback on their individual experiences and make suggestions for improved ways of working.

All of the information from our operational monitoring and staff feedback are reviewed and presented to our Emergency Response Manager, Health and Safety Manager and our Training Manager and action plans are created to plan any changes that are required.

Dealing with the most serious emergencies is a dangerous business and firefighters may be exposed to high levels of risk. In the UK, 15 firefighters have died while on duty since 2004. We are committed to keeping our workforce as safe as possible while maintaining a cost-effective emergency response service.

## Section 5 - How can you help?

### Let us know what you think

We are keen to hear what you think of this plan, what you like and what you don't and any ideas you have to make Oxfordshire safer.

Visit our [Oxfordshire Community Risk Management Plan](http://www.oxfordshire.gov.uk/oxfordshire-community-risk-management-plan) page online.

Email us at...[irmpteam@oxfordshire.gov.uk](mailto:irmpteam@oxfordshire.gov.uk)

Write to us at...

Oxfordshire Community Risk Management  
Plan Consultation  
Fire and Rescue Service Headquarters  
Sterling Close  
Kidlington  
Oxfordshire  
OX4 2NT

### Become a firefighter!

#### What do firefighters do?

Our community relies on the skill and dedication of the men and women of our Fire and Rescue Service who work at your local fire station.



**Figure 39: Charity car wash event involving firefighters and fire cadets**



**Figure 40: Crews attending a schools' recruitment fair**

At any time of the day or night firefighters may be called upon to deal with a range of emergencies, including fires in houses or factories, flooding from rivers and river rescues, vehicle crashes on the motorway or country lanes, rescues of animals in great distress, chemical spillages at factories or on the roads, and other equally demanding and exacting incidents.

#### What do firefighters get out of it?

There are many benefits including:

- the opportunity to help your community in a direct practical way
- helping to prevent fires as part of our community safety programme
- being a highly-trained breathing apparatus wearer, emergency driver and qualified first aid worker
- reaping the rewards of working in a team
- being trained to a high standard and given the opportunity to lead teams in challenging situations
- being paid well for your service.

#### Retained Duty System (RDS) Firefighters

These are on-call firefighters who carry a pager and let the fire station know when they're available so they can respond immediately to emergency calls at any time. Many have an arrangement with their

employer, so they can be on-call for the Fire and Rescue Service, while at the same time remaining a valued employee. Others choose to devote only evenings and weekends to being on-call. They do the same job as whole time firefighters and receive regular training. RDS firefighters have to live or work within about five minutes of their local fire station in order to respond to call outs quickly. They are called out on average two or three times a week but the commitment varies around the county and between different fire stations. RDS Firefighters are an essential part of the Fire and Rescue Service. They serve both our urban and, even more so, our rural communities, responding to pagers when an emergency call is received.

## Who can be a firefighter

To become a firefighter you must:

- have a real wish to support the local community
- have an enthusiasm and willingness to work in a team environment
- have a reasonable level of physical fitness
- be able to pass written entry tests
- be over 17 years and 10 months.

We welcome applications from all members of the community regardless of their age, gender identity, ethnic background, religion, life skills, physical ability or sexual orientation. We are particularly looking for more women and people from minority ethnic communities, as these groups are currently under represented.

## Would you like to know more?

If you are interested in becoming a Firefighter, you can:

- Contact your nearest station and speak to the Station Manager to discuss your availability and determine your suitability.
- Fill in an online suitability questionnaire now at:  
[www.oxfordshire.gov.uk/firecareers](http://www.oxfordshire.gov.uk/firecareers)
- When you are ready call our firefighter recruitment hotline: **0800 5870 870**



## Support us

Oxfordshire County Council Fire and Rescue Service has a long history of raising money for charity. Between 2002 and 2012 the Service raised over £1.1 million for both the Fire Fighters Charity and other local and national causes.

The Fire Fighters Charity is the UK's leading provider of services that enhance the quality of life for serving and retired fire service personnel and their families. They're available for all members of the fire service community, assisting thousands of individuals every year by providing pioneering treatment and support services.

Oxfordshire Fire and Rescue Service is at the very forefront of the Fire Fighters Charity, and consistently leads the way in terms of fundraising, often out-performing other larger brigades nationwide.



**Figure 41: Charity collection for the Fire Fighters Charity and local Charities in Banbury**

Over the last six years the amount we have raised locally has quadrupled, each year setting new records. In 2010-2011 Oxfordshire was the highest per capita

fundraiser in the UK, bringing in a brigade total of over £122,000 for the year, £17,500 up on the previous year.

It costs £9m every year to meet the needs of firefighters, and with no government funding, it is completely reliant upon donations from the general public and fire community.

If you would like to donate to this worthwhile charity then please visit the following website <http://www.firefighterscharity.org.uk>.

You can also donate by texting **FIRX99 £1** (or other amount) to **70700** – Thank you!



## Annex 1 - The 'Golden Thread'



## Annex 2 - The 'safe person' concept

In normal health and safety management, the intent is to make the workplace safe, because this protects everyone – employees and the public. However, an operational incident is an inherently dangerous workplace with the potential for unpredictable risks to develop, which may be impossible to make completely safe. As a consequence, the Fire and Rescue Service must direct its efforts to keeping its firefighters as safe as is reasonably practicable, taking into account both the risks to the public and operational objectives of each emergency incident. This approach is known as the Safe Person Concept. There are two aspects to this concept - organisational responsibility and personal responsibility.

**Figure 42: The Safe Person Concept**



### Organisational Responsibility

The organisation needs to provide the support necessary to enable its personnel to remain safe in a hostile environment.

This will include:

#### Selection/advancement

Because of the inherent dangers involved in dealing with emergency incidents, the fire & rescue service must endeavour to recruit and advance the people with the right skills and attributes to do the job. We will, therefore, continue to develop our recruitment and advancement processes - taking into account any regional or national guidance, where appropriate.



## Risk information

Firefighters attend a variety of incidents – some of which are extremely complicated in nature and their risks. Therefore, we put in place measures to help manage and mitigate those risks, where it is reasonably practicable to do so, such as site specific risk information for high risk premises, which are made available to responding fire crews at the incident ground.

## Personal protective equipment

Personal Protective Equipment (PPE) is regarded as the last resort to protect against risks to the health & safety of our personnel. We therefore ensure that we provide high quality PPE that is legally compliant, professionally managed and fit for purpose.

## Equipment

The operational equipment carried on a fire appliance is varied and allows firefighters to tackle the wide range of incidents. We will continue to provide legally compliant, professionally managed and fit for purpose equipment designed to help reduce the risks to our firefighters.

## Procedures

Because of the varied nature of the incidents that firefighters attend, we are committed to provide the appropriate tools to do the job safely and effectively. Operational procedures are just one of these tools and we have in place processes to produce, maintain, review and update these procedures, so that they are current and, where necessary, reflect regional or national guidance and best practice.

## Command competence

Command and control is vital at an operational incident in order to bring it to a successful conclusion and maintain safe systems of work. We have in place operational commanders that are both highly competent at their relevant level within the Incident Command system and who maintain this competence as part of their development.

## Instruction & training

Our overarching priority is to create safe systems of work and safe personnel through effective training and development. All personnel, uniformed and non-uniformed, in temporary or substantive roles, irrespective of their duty system, will undertake training and assessment appropriate to their role and will be required to demonstrate competency (measured against their role map and where appropriate National Occupational Standards).

We will endeavour, where possible, to ensure that learning and development is easily accessible and flexible, to meet the needs of personnel. We will achieve this by utilising different learning media, using a modular approach and working with other partners where appropriate.

## Supervision

Because of the nature of the work that we undertake on a daily basis, we have put in place systems to support the appropriate supervision of operational staff. This is supplemented by utilising both active & reactive monitoring, in order to assess and maintain standards.

# Personal Responsibility

The individual must have the ability to make professional judgements about the appropriate use of available resources, in order to control the risks inherent in the unique circumstances of any emergency situation.

Every operational firefighter is therefore expected to exhibit the 6 attributes presented in Figure 27.

**Figure 43: Personal Responsibility**



## Annex 3 – Regulatory Reform (Fire Safety) Order 2005

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The following summary is from our Fire Protection Policy Statements on the Discharge of Duties (references in brackets). These are our policy and procedure documents for enforcing the requirements of the Regulatory Reform (Fire Safety) Order 2005.

The principal aim of the Oxfordshire County Council Fire and Rescue Authority (“the Authority”) is to make Oxfordshire a safer place by reducing as far as possible the risks and social and economic costs of fires and other dangers, without imposing unnecessary burden. Securing compliance with legal regulatory requirements is an important part of achieving this aim.

Our Enforcement Policy Statement is based on the principles of Better Regulation contained in **the Enforcement Concordat and Regulators Compliance Code** and sets out the approach the Authority will take in enforcing the legislation.

Our targeted approach means ensuring that regulatory effort is directed primarily towards those people and premises whose activities and/or set-up give rise to higher levels of risk to public/employee (relevant persons) safety, where the hazards and risks are less well controlled, or against deliberate offences. The Authority aims to make sure, through targeting, that the direction of regulatory effort takes into account the level of risk. Action will be primarily focused on those directly responsible for the risk and who are best placed to control it. The Authority has systems for prioritising regulatory effort. These include a **risk-based re-inspection programme** that adheres to national best practice and makes use of the outcomes of national fire data and societal life risk, as well as localised plans to identify high risk premises. Risk assessment, utilising methodology and data provided by Communities and Local Government, together with local data, intelligence and knowledge, underpins the Authority’s approach to regulatory activity. The Authority will seek to identify relevant and good quality data to **continually improve its risk based audit and inspection programme**.

In addition, the Authority operates a **risk-based system of audit and inspection of premises**. This system utilises data and guidance from Communities and Local Government together with local intelligence and knowledge and incorporates local risk priorities identified from trends in location, types of fire and assessment of vulnerability of groups in local areas within Oxfordshire.

Audits and inspection will be undertaken by officers on the basis of our risk-based system, under which priority will be given to individual premises and generic premises types or uses that have been assessed as being of relatively higher risk. Currently, the standard re-inspection frequencies range from six-monthly (Very High Risk) to five-yearly (Low Risk) or even sampling (Very low Risk), dependent on each risk assessment. However, greater audit and inspection effort can be allocated to premises where a compliance breach would pose a serious risk to the safety of relevant persons and/or the Authority has reason to believe that there is a high likelihood of non-compliance with the law.

The Authority’s overall enforcement programme also takes account the need to sample small numbers of premises in relatively lower risk categories in order to continually test the methodology used.

Finally, the Authority will respond to allegations of fire risk in any premises for which they are the enforcing authority regardless of the relative risk level of the premises.



**Visit [www.365alive.co.uk](http://www.365alive.co.uk) for fire safety advice.** If you have a fire safety question please call the free phone community safety helpline on 08000 325 999 or email: [community.safety@oxfordshire.gov.uk](mailto:community.safety@oxfordshire.gov.uk)

**Visit [www.365alive.co.uk](http://www.365alive.co.uk) for road safety advice.** If you have a road safety question please call the free phone community safety helpline on 08000 325 999 or email: [community.safety@oxfordshire.gov.uk](mailto:community.safety@oxfordshire.gov.uk)

**Visit [www.365alive.co.uk](http://www.365alive.co.uk) for safety advice.** If you have a safety question please call the free phone community safety helpline on 08000 325 999 or email: [community.safety@oxfordshire.gov.uk](mailto:community.safety@oxfordshire.gov.uk)



Division(s):

## **CABINET – 26 FEBRUARY 2013**

### **OXFORD CITY DRAFT CHARGING SCHEDULE CONSULTATION RESPONSE**

#### **Report of Deputy Director (Strategy and Infrastructure Planning) Environment and Economy**

#### **Purpose**

1. The purpose of this paper is to:
  - a) Update Cabinet on the key issues for the County Council arising from the proposed introduction of the Community Infrastructure Levy (CIL) in Oxford City.
  - b) To agree the County Council's response to Oxford City's consultation on their CIL Draft Charging Schedule.

#### **Background to the Community Infrastructure Levy**

2. The Community Infrastructure Levy (CIL) is a new levy that a Charging Authority can choose to charge on new development in their area. In two-tier areas (such as Oxfordshire) the Charging Authority will be the District Councils in their role as Local Planning Authority. They will also be the Collecting Authority receiving the levy payments. Where the County Council is the statutory Planning Authority it will be able to charge a levy: this will then be collected by the Collection Authority.
3. The levy will help pay towards infrastructure that supports new development and facilitate growth. This includes transport schemes, flood defences, schools, hospitals and other health and social care facilities, parks, green spaces and leisure centres.
4. Planning obligations (i.e. S106 agreements) will still have a role to play in terms of site specific infrastructure required to mitigate the impact of a specific development. However, the CIL regulations introduced a number of reforms that will see the use of planning obligations scaled back. Those reforms come in to full operation on 6 April 2014, by which time if there is no CIL in operation within a Charging Authority's area the potential for both district and county authorities to continue to secure contributions via S106 agreements will be very restricted<sup>1</sup>.
5. Further information on the Community Infrastructure Levy is set out in a summary in Annex 1.

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<sup>1</sup> After the 6 April 2014 the pooling of contributions under planning obligations towards a piece of infrastructure will only be allowed from up to 5 developments.

## Oxford City: Proposals

6. Oxford City Council consulted on their CIL Preliminary Draft Charging Schedule between the 13th July 2012 and the 24th August 2012. The County Council's response to that consultation is included as Annex 2.
7. Oxford City Council is now seeking representations on their Draft Charging Schedule. This summarises the responses the City Council received in respect of the Preliminary Draft Charging Schedule and sets out the City Council's proposed response.
8. The City Council has made no changes to the Charging Schedule between Preliminary and Draft stages. However the City Council have taken into account a number of the County Council's earlier comments, specifically;
  - There is now provision for payment by instalments and
  - There is agreement as to the need to review with the County Council the Oxford Planning Obligations Supplementary Planning Document in parallel with the introduction of the CIL.
9. The City Council is still proposing to have a single CIL zone covering the whole of Oxford, with the following indicative rates:

**Table 1: Summary Oxford CIL schedule**

<u>Development Type</u> (Use Class)	<u>Levy/m<sup>2</sup></u>
Residential (incl student accommodation) (C3&4 Classes)	£100
Retail (A Classes)	£100
Other commercial development (B and C1 Classes)	£20
Other development, Sui Generis Inc. D1 class	£20

10. The consultation on the Draft Charging Schedule is the last chance for the County Council to formally comment on the CIL Charging Schedule before it is submitted for public examination by an independent Inspector.
11. The current timetable for the adoption of CIL in Oxford City is:

**Table 2- Oxford CIL adoption timetable**

<b>Stage</b>	<b>Date</b>
Consultation on Draft Charging Schedule	18 <sup>th</sup> Jan 2013 – 1 <sup>st</sup> March 2013
Submission for Examination	March 2013
Public Examination	June 2013 (expected)
CIL adoption	October 2013

12. The CIL rate will be fixed following the Public Examination. At that stage the City Council will prepare its CIL Infrastructure Schedule (otherwise known as the Regulation 123 List). This will outline the projects or type of infrastructure that CIL revenue will be spent on. Infrastructure or projects that are included on the Regulation 123 List will also not be eligible for inclusion within future S.106 planning agreements.
13. The City Council will consult on the draft Regulation 123 list. The finalised Reg. 123 List will be published on the City Council website. The List can be updated as appropriate following consultation on proposed changes and provided that the proposed change does not have a significant impact on viability. Any revision of the CIL rate itself can only take place following consultation and independent examination.

### **County Council: Proposed Response**

14. The County Council's response to this consultation will form the basis of any representations made to a subsequent Public Examination.
15. The County Council welcomes the City Council's intention to introduce the Levy. It welcomes the City Council's decision to make provision for payment by instalments. It also welcomes the decision to review (in parallel with the introduction of the CIL) the existing Oxford City Planning Obligations and Affordable Housing SPD's and to produce a single SPD to operate alongside CIL. The County Council looks forward to working with the City Council as part of the review process.
16. The introduction of the Community Infrastructure Levy is critical to securing contributions towards the cost of infrastructure and services provided by the County Council that arise from new development in Oxford. The County Council will want to work closely with the City Council in the identification of the draft Regulation 123 List. The County Council considers it essential that a protocol is entered into between the City Council and County Council that will govern the transfer of funds collected by the City Council towards the provision of County Council -provided infrastructure and services.
17. Any consideration of the CIL rate for Oxford City should take place within the context of the broader Oxfordshire economy of which the City forms part. The County Council strongly encourages co-ordination of the short to mid-term infrastructure programming related to CIL be informed through the county-wide Spatial Planning and Infrastructure Partnership.

18. The County Council recognises the relatively high affordable housing requirements within Oxford, and the implications this has for the setting of the CIL rate in Oxford City. The County Council considers it important that the CIL rate is optimised so as to maximise the funds secured towards the delivery of infrastructure and services that offset the impact of new development. It accepts that this may have implications for the scale of affordable housing that might be delivered. The County Council is seeking a detailed review of affordable housing requirements in Oxford City and the implications this may have on the CIL rate.
19. The Oxford affordable housing policy currently only requires contributions from residential developments above 3 units. One of the CIL principles is to ensure all development provides its fair share towards infrastructure while maintaining development viability. The viability analysis highlights that affordable housing requirements have a major impact on development viability and the ability to charge higher CIL rates. The County Council suggests that a higher CIL levy could be charged on developments below the affordable housing threshold, as development viability of these sites could support a CIL at a higher rate and therefore generate further funding for CIL infrastructure while still ensuring these types of developments are deliverable.
20. The County Council recognises that the evidence base on which to develop a rate for B class commercial development is limited due to current economic conditions and land availability. However the County Council is of the view that a higher rate may be affordable reflecting the generally higher development values in Oxford. It therefore recommends that the City Council undertakes a more extensive review of the evidence base for commercial development with a view to amending the charging schedule to include differential rates for commercial development. Such an approach would be more consistent with the City Council's own CIL viability study conducted in July 2012.
21. The DCS proposes a charge of £20/m<sup>2</sup> for D1 use: this land use class includes development such as education establishments and libraries and other public establishments.
22. The County Council is seeking to agree a protocol with the City Council for managing CIL payments in relation to public buildings. While the County Council acknowledges the City Council's concerns that the D1 class can include commercial operations such as conference centres, the County Council's view is that these would often be developed as ancillary uses to other use classes. As a consequence they would be liable either to pay CIL at the appropriate rate for that class or alternatively be subject to a charge that is negotiated on a bespoke basis.
23. The County Council recommends that the rate for D1 land use is set at zero in line with the majority of the CIL schedules already consulted on in the rest of the country. This reflects the fact that the majority of D1 land uses will involve an element of public subsidy. To apply the CIL on such proposals would in effect add additional and unnecessary cost to publicly funded development.
24. The introduction of the Oxford CIL is taking place at a low point in the economic cycle. The County Council therefore welcomes the City Council's commitment to an early review of the charging schedule. The County Council recommends that the City Council make a formal commitment that such a review take place



within 2 years of its introduction, with a further commitment to undertake regular reviews of the charging schedule (at intervals of no more than 3 years).

## **Financial and Staff Implications**

25. The County Council will deal with issues arising from the introduction of the CIL using current staff.
26. The introduction of CIL legislation has a major impact on the ability to request S106 planning obligations on new development. As a signatory to Section 106 agreements the County Council has certainty as to the level and timing of contributions made towards offsetting the impact of new development. Under CIL the Regulation 123. List will determine which infrastructure projects that can only be delivered using CIL funds: those projects will in future not be eligible for inclusion in S106 agreements.
27. The City Council are the accountable body for CIL and will have responsibility for producing and maintaining the Regulation 123 list as well as collecting CIL. It will also be responsible for producing and publishing the infrastructure programme that will determine where the CIL monies are spent.
28. The County Council will continue to be responsible for delivering the infrastructure and services which it has responsibility for and will need to be delivered using CIL funds. It is therefore critical that the County Council is closely involved in developing the Regulation 123 List. It is will also be critical that a protocol is put in place between the City Council and the County Council that guarantees transfer of CIL funds required, in a timely manner, for delivery of County Council delivered infrastructure and services.
29. Even with the introduction of the CIL it is likely that S106 agreements will continue to be used to secure the majority of site specific infrastructure, for example site specific education facilities. It is therefore essential that the County Council continues to be a co-signatory to City Council S106 agreements that include obligations towards County Council infrastructure.

## **Recommendations**

**It is RECOMMENDED that the Cabinet approve the County Council's response to the Oxford Draft Community Infrastructure Levy Schedule as set out in this report**

MARTIN TUGWELL

**Deputy Director (Strategy and Infrastructure Planning)**

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February 2013

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## Community Infrastructure Levy Background Summary

### The Community Infrastructure Levy

1. The Community Infrastructure Levy (CIL) is a new levy that CIL Charging Authorities can choose to charge on new development in their area. The levy will help pay towards infrastructure to support new development and facilitate growth. This includes transport schemes, flood defences, schools, hospitals and other health and social care facilities, parks, green spaces and leisure centres.
2. In two tier structures such as Oxfordshire the Charging Authorities (which will set the levies) will be the District Councils, they will also be the Collecting Authorities receiving the levy payments<sup>1</sup>.
3. Planning obligations will still have a role to play in terms of site specific infrastructure that mitigates the specific impacts of a development. However, the CIL regulations introduced a number of reforms to scale back the use of planning obligations. Those reforms come in to full operation on 6 April 2014, by which time if there is no CIL in operation within the relevant Charging Authority's area the potential for both district and county authorities to continue to secure contributions via S106 agreements will be very restricted<sup>2</sup>. CIL will be a key element in helping fund infrastructure needed to facilitate growth planned in the county, although it is not intended to meet the entire funding gap.
4. All CILs are to be levied in pounds per square metre (£/sqm) of additional floorspace arising from any chargeable development. Once the charge is set, it will be payable on any new building or extension of 100 sqm or more of gross internal floorspace or involves the creation of one new dwelling<sup>3</sup>. While any new building over this size will be potentially subject to the levy, the gross floorspace of any existing buildings on the site that have been recently in use and are going to be demolished will be deducted from the final liability. The CIL Regulations give relief from the levy to development that will be used for charitable purposes and affordable housing will not be subject to the levy.
5. As Charging Authorities the District Councils will play the lead role in not only setting a CIL but also deciding how it is spent. Funds collected from CIL will not be tied to use related to a specific development or the provision of specific infrastructure. However Charging Authorities are allowed to use up to 5% of CIL receipts on the cost of administering the levy and there is also a requirement for a proportion of CIL funds to be passed to Parish Councils and Neighbourhoods.

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<sup>1</sup> Where the County Council grants planning permission it will collect any levy and pass it across the relevant District Council.

<sup>2</sup> After the 6 April 2014 the pooling of contributions under planning obligations towards a piece of infrastructure will only be allowed from up to 5 developments.

<sup>3</sup> Even when it is below the 100 sqm threshold

### **The Process for implementing the levy**

6. In order to set a CIL a Charging Authority must prepare and publish a document known as the “charging schedule” which will set out the rates of CIL which will apply in the authority’s area.
7. In order to establish that a CIL is required the charging schedule needs to be supported by infrastructure evidence which shows that there is a funding gap between the infrastructure needed to support predicted growth and the funding sources available to deliver it. Once the infrastructure funding gap has been established and shown to be significant enough to justify a CIL charge, the next stage will be to set the Levy rate. That stage will focus on viability testing.
8. In setting CIL rates Charging Authorities must aim to strike an appropriate balance between the desirability of funding infrastructure from CIL and the potential effects (taken as a whole) of the imposition of CIL on the economic viability of development across its area. The CIL Regulations allow for differential rates of CIL to be set according to geographical area or by development type if this is supported by the viability evidence. Taking into account the viability evidence the charging authority should propose a rate which does not put at serious risk the overall development of their area.
9. Before a CIL is adopted the charging schedule must go through a statutory consultation process:
  - Firstly the charging authorities must consult on their proposed CIL rates in a preliminary draft charging schedule (PDCS).
  - When a charging authority considers that a draft charging schedule (DCS) is ready for examination, it must publish the DCS and the appropriate available evidence on infrastructure costs, other funding sources and economic viability.
  - The authority must then call for representations on the DCS to be made within a period of at least four weeks.
  - Finally the charging schedule must be subject to an examination in public by an independent and qualified person.

Division(s): All
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## **CABINET – 26 FEBRUARY 2013**

### **THE COUNCIL'S ROLE AS ACCOUNTABLE BODY FOR OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP**

**Report by Director of Environment and Economy and Assistant Chief  
Executive and Chief Finance Officer**

#### **Introduction**

1. The Oxfordshire Local Enterprise Partnership (OLEP) was established in 2011 with the aim of creating private sector jobs and removing barriers to business growth. It is a partnership between the business community and local government that operates as an unincorporated association. The governance structure comprises an Executive Board, Programme Sub-groups and the Forum. The Executive Board is responsible for preparing an annual business plan on behalf of the Partnership and for ensuring that its agreed priorities are taken forward.
2. Local Enterprise Partnerships are the Government's mechanism for the distribution of Growing Places Funds which are issued pursuant to section 31 of the Local Government Act 2003 and therefore can only be paid to a local authority nominated to act as accountable body. The County Council has agreed to act as accountable body in respect of Growing Places Fund allocation on behalf of Oxfordshire Local Enterprise Partnership.
3. It is anticipated that Oxfordshire Local Enterprise Partnership will receive additional funding streams from government in the future and the Council may also be required to act as accountable body for these.
4. A Memorandum of Understanding has been drawn up to set out the roles and responsibilities of the Council acting as accountable body for OLEP. Cabinet approval of this Memorandum of Understanding is sought.

#### **Memorandum of Understanding**

5. The Memorandum of Understanding at Annex 1 sets out the operational protocols between the Council and Oxfordshire Local Enterprise Partnership (the Parties) and is intended to apply to all arrangements where the Council acts as accountable body on behalf of Oxfordshire Local Enterprise Partnership. Whilst not legally binding, and no legal obligations or legal rights arise between the Parties from the Memorandum of Understanding both Parties enter into the agreement intending to honour all their obligations.

6. The Memorandum of Understanding sets out protocols covering the following;
  - Introduction and Background
  - The principals of decision making
  - Variation and termination
  - Charges and liabilities
  - Asset related matters
  - Data Protection
  - Confidentially
  - Freedom of information
  - EqualityThe Contracts (Rights of Third Parties) Act 1999
  - Status
  - Governing Law
7. The Memorandum of Understanding was formally approved by Oxfordshire Local Enterprise Partnership at its meeting 5 February 2013.

### **Growing Places Fund**

8. The Growing Places Fund is a scheme jointly run by the Department for Communities and Local Government and the Department for Transport. The Fund has three overriding objectives:
  - To generate economic activity in the short term by addressing immediate infrastructure and site constraints and promoting the delivery of jobs and housing;
  - To allow local enterprise partnerships to prioritise the infrastructure they require;
  - To establish sustainable revolving funds so that funding can be reinvested to unlock further development, and leverage private investment.
9. There is an emphasis on the third objective, and an expectation that the fund will be used to pump-prime infrastructure delivery. The further expectation is that the funds managed by the Local Enterprise Partnership will be recycled by securing repayment of the investment in projects, and reinvesting it when money is returned to the fund.
10. All projects assessed as being eligible are appraised using the following criteria:
  - **The number of 'additional' permanent private sector jobs created** – and the acceleration of these jobs.
  - **Value for Money** – the cost per job created.
  - **Local/regional impact of the proposed investment** - the project's wider positive impact on the economy of Oxfordshire (i.e. will it help unlock or bring forward other development sites or economic activity, will it help grow a particular sector of the economy, beneficial impacts to other companies in a supply-chain).
  - **The level of risk** – including risks relating to delivering the project, securing the benefits and achieving repayment.

- **The timescale for repayment** – how the project supports the Enterprise Partnership's objective of establishing a sustainable revolving fund and the speed of the return to the Fund.
11. Successful applicants will usually be offered a repayable loan to fund capital investment. A return will be charged either at market rates or at nominal rates dependent upon whether State Aid is applicable. Funding may also take the form of a grant and be recovered through the new business rates retention provisions contained in the Local Government Finance Act 2012. Such grants will also need to be State Aid compliant. Officers are currently finalising the mechanism with regard to such recovery.
  12. Seven round one Growing Places Funds applicants were approved in principle in September and are going through a due diligence process before funding agreements are issued.

### **Corporate policies and procedures**

13. Supporting and facilitating the Oxfordshire Local Enterprise Partnership will help the County Council achieve its corporate goal of a Thriving Oxfordshire.

### **Financial and Staff Implications**

14. The Growing Places Fund is a resource made available to, and should be directed by the Oxfordshire Local Enterprise Partnership. The Local Enterprise Partnership has received £9m spread across two tranches of the fund. Funding is un-ringfenced - the only condition being that the capital allocations are spent on capital projects.
15. The Council will be responsible for submitting a statement to Government confirming that this condition has been, or will be, adhered to. As accountable body the Council is responsible for ensuring appropriate financial administration and governance of the Growing Places Fund and other local enterprise partnership monies. It will achieve this by applying its own governance framework, accounting policies and financial procedures to ensure that the funds are applied and accounted for appropriately.
16. The accounts of the Enterprise Partnership will be maintained on the Council's financial systems, and will be incorporated into the Council's own accounts.
17. An annual income and expenditure statement will be prepared in accordance with generally accepted accounting principles, on behalf of the local enterprise partnership.

### **Legal Implications**

18. The Council has power under section 1 of the Localism Act 2012 to do anything that individuals generally may do. The Council may therefore assume accountable body status for the Growing Places Fund and may enter into loan

and various other agreements with applicants who successfully bid for funding under the Growing Places Fund.

19. The agreements for Growing Places Fund set out clearly what the funding is to be used for and will provide for repayment/recovery of the funding on a specified date, together with the payment of interest where appropriate. The Enterprise Partnership will then utilise the repaid monies to fund future investments. The Council would be able to take legal action under the agreements in the event of default on repayment.
20. In accordance with the Council's Constitution, Part 8.2 Financial Procedures Rules Paragraph 99, the Cabinet is required to agree with partners the formation of any strategic partnership for the County and monitor its governance and performance to ensure that these partnerships are improving the well-being and outcomes for local people in the County and do not subject the Council to undue risk. The Cabinet is required to ensure that any partnership has clear operational procedures as set out in the partnership agreement which maintains the highest standards of ethics and probity. In this case the agreement takes the form of the Memorandum of Understanding.

### **Risk management**

21. The Growing Places Fund guidance (DCLG September 2011) does not suggest any particular financial risks to the Council, other than ensuring compliance with State Aid regulations which is undertaken internally through Legal Services and external expertise as required. The funding was transferred in a single payment and is un-ringfenced.
22. There is no requirement for the accountable body to underwrite the Fund, and there is no suggestion of "clawback" from the Council if, for example, an applicant is unable to repay the funding provided. The only risk for the Council arises if capital funding is not spent on a capital project and the money has to be repaid to the Government. This risk is minimised through the funding agreements that will be in place with all applicants where the requirement will be on them to repay the funding.

### **RECOMMENDATIONS**

23. Cabinet is recommended to:
  - (a) Approve the Memorandum of Understanding with the Oxfordshire Local Enterprise Partnership in relation to the Council's role as accountable body for the allocation and distribution of government funds allocated to/via Oxfordshire Local Enterprise Partnership; and
  - (b) Authorise the Chief Finance Officer to approve loan applications recommended by the Executive Board of the Oxfordshire Local Enterprise Partnership and to enter into appropriate legal agreements



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on behalf of Council with the recipients of the grant funding once they are approved by the Enterprise Partnership Executive Board.

**HUW JONES**

**Executive Director, Environment and Economy**

**SUE SCANE**

**Assistant Chief Executive and Chief Finance Officer**

**February 2013**

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**THIS MEMORANDUM OF UNDERSTANDING** is made on

2013

**BY AND BETWEEN**

**THE PARTIES:**

- (1) **OXFORDSHIRE COUNTY COUNCIL** of County Hall, New Road,  
Oxfordshire OX1 1ND ("OCC")
- (2) **OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP ( an  
unincorporated association)** ("OLEP")

each a "Party" and together known as the "Parties".

## **1. Introduction and Background**

- 1.1 OLEP was established in 2011 with the aim of encouraging enterprise in the Oxfordshire economy, helping to create more sustainable, value adding jobs and removing barriers to growth. It is a primary partnership between the business community and local government.
- 1.2 The Governance and Working Arrangements of OLEP are attached as Schedule One hereto.
- 1.3 OLEP have been allocated monies from the Government's Growing Places Fund ("GPF"). Growing Places Funding is issued by central government pursuant to section 31 of the Local Government Act 2003 and therefore can only be paid to a local authority nominated to act as accountable body. OCC has agreed to act as accountable body in respect of OLEP's GPF allocation ("the Fund"). It is anticipated that OLEP will receive additional funding streams in the future and consequently this Memorandum of Agreement (MoU) is intended to apply to all arrangements where OCC act as accountable body on behalf of OLEP.
- 1.4 OLEP and OCC may change these arrangements by mutual agreement or OLEP may appoint other local authorities as accountable body for different funding streams should it choose to do so. OCC will only act as an accountable body using this agreement for specific funding streams by mutual agreement.
- 1.5 The purpose of this MoU is to set out the respective roles and responsibilities of OCC acting as accountable body for OLEP and that of OLEP itself and therefore the Parties hereby agree the Scheme of Operation as set out in Schedule Two hereto and the Scheme of Roles and Responsibilities set out in Schedule Three hereto.

## **2. Commencement**

- 2.1 This MoU shall commence upon the date hereof and shall continue in effect until terminated by either Party upon giving three months' notice in writing to the other. In terminating this MoU the Parties shall comply with the requirements, if any, of central government and any other funding agencies.

## **3. Principles of Decision Making**

- 3.1 The following principles apply to decision making:
- 3.1.1 due regard to all relevant considerations and disregard of all irrelevant factors
  - 3.1.2 proportionality (i.e. the action must be proportionate to the desired outcome);
  - 3.1.3 lawfulness and financial propriety and prudence;
  - 3.1.4 the ability to explain the options considered and the reasons for decisions;
  - 3.1.5 due consultations;
  - 3.1.6 taking of professional advice as required;
  - 3.1.7 respect for human rights and application of the Human Rights Act 1998;
  - 3.1.8 a presumption in favour of openness;
  - 3.1.9 clarity of aims and desired outcomes

## **4. Termination and Variation**

- 4.1 If OCC cease to be the accountable body, it shall:
- a) Continue to co-operate with OLEP and any successor accountable body and with all grantors to ensure a smooth transition; and
  - b) Provide to OLEP or the new accountable body (where requested to do so by OLEP) all such invoices, receipts and other relevant records which are in its possession and which it holds in connection with its role of accountable body. For the avoidance of doubt, documents will be retained in accordance with OCC's Corporate Retention Schedule Policy.
- 4.2 This MoU shall terminate automatically upon the disbanding of OLEP. In such case, OCC and OLEP shall complete all of their obligations concerning:
- a) Monies granted to or by OLEP;
  - b) Other assets held by OCC on behalf of OLEP; and
  - c) Any accounts required to be submitted to central government or to any other relevant funding organisation.
- 4.3 This MoU shall be varied only by the written mutual agreement of OCC and OLEP save that this shall not prevent OLEP from making amendments to its Governance and Working Arrangements. Where a variation of this MoU requires a change to be made to OLEP's Governance and Working Arrangements, that change shall not come into effect until the Governance

and Working arrangements have been duly amended in accordance with its requirements.

## **5. Charges and Liabilities**

- 5.1 Except as otherwise provided, the parties shall bear their own costs and expenses in the preparation of this MoU.
- 5.2 OCC, as recipient of the GPF grant allocation from central government is responsible for compliance with the grant conditions which include the obligation to repay, in whole or in part the grant in the event of non-compliance with the said conditions ("Clawback"). For the avoidance of doubt, in the event of the Fund containing insufficient sums to meet any Clawback, OCC will be responsible for paying the shortfall.
- 5.3 In the event that the recipient of a funding granted by OLEP fails to comply with the repayment terms or any other aspect of the funding agreement, OCC will use reasonable endeavours to recover such sums as may be due and to enforce such terms. In the event that full recovery is not possible, the risk of any shortfall will be borne by the Fund save as provided for in clause 5.2 above.
- 5.4 A record of income and expenditure for the GPF (and any other funding in respect of which OCC is acting as accountable body) will be prepared by OCC on an annual basis.
- 5.5 OCC will consolidate the OLEP's cash balances with its own cash balances and deposit the co-mingled funds in accordance with the OCC's Treasury Management Strategy. OCC will pay interest on OLEP daily cash balances based on the 'Average 7 Day Rate'. Interest will be charged on OLEP overdrawn balances at 2% above the Bank of England Base Rate.
- 5.6 OCC currently provide the GPF Programme/ Fund Management support free of charge. These arrangements will be reviewed with OLEP if/ when the size of the managed resources or project portfolio increase significantly.
- 5.7 External support may be procured where specialist skills are needed for example for the due diligence process and preparing legal agreements and to deal with peak workflows. Revenue funds available to the OLEP may, with the approval of OLEP, be used to support such specialist services.
- 5.8 OCC will maintain satisfactory insurances to cover its obligations under this MOU.

## **6. Asset Related Matters**

- 6.1 Any infrastructure constructed or acquired by OCC acting on OLEP's behalf, will be accounted for as part of the Council's asset register in line with OCC's normal accounting procedures.

## **7. Data Protection**

- 7.1 The Parties hereto shall comply with their obligations under the Data Protection Act 1998 in the performance of their obligations under this MOU.

**8. Confidentiality**

- 8.1 Neither Party will use or disclose any confidential material provided by the other pursuant to this agreement otherwise than for the performance of their obligations under this agreement, save as may be otherwise agreed or required by law.
- 8.2 For the avoidance of doubt, confidential information shall not include (a) any information obtained from a third party who is free to divulge such information; (b) any information which is already in the public domain otherwise than as a breach of this agreement; or (c) any information which was rightfully in the possession of a Party prior to the disclosure by the other Party and lawfully acquired from sources other than the other Party.

**9. Freedom of Information**

- 9.1 OLEP shall co-operate with OCC and supply to it all information properly required in connection with any request received by the OCC under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004 and shall supply all such information and documentation at no cost to the Council within 7 days of a request from OCC.
- 9.2 OLEP acknowledges that in responding to requests received by OCC under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004, the Council will be entitled to provide information relating to the MoU.

**10. Escalation**

- 10.1 If either Party has any issues, concerns or complaints about any matter in this MoU, that Party shall notify the other Party and the Parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Chairman of OLEP's Executive Board and OCC's Director of Economy and Environment who shall decide on the appropriate course of action to take.
- 10.2 If either Party receives any formal inquiry, complaint, claim or threat of action from a third party they shall notify the other Party and co-operate with each other to respond, or take such action, as is appropriate and/or necessary

**11. Equality**

- 11.1 In performing their obligations in pursuance of this MoU, the Parties shall comply with requirements of the Equality Act 2010.

**12. The Contracts (Rights of Third Parties) Act 1999**

- 12.1 The Contracts (Rights of Third Parties) Act 1999 shall not apply to this MoU but this does not affect any rights which are available apart from this Act.

**13. Status**

- 13.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the Parties from this MoU. The Parties enter into the MoU intending to honour all their obligations.

**14. Governing Law**

- 14.1 This MoU shall be governed by and construed in accordance with English law..

**This Memorandum of Understanding is agreed and signed by the parties on the day and year first before written**

Signed for and on behalf  
of Oxfordshire County Council by:

.....  
Signature

.....  
Name and Position

Signed for an on behalf of the Oxfordshire  
Local Enterprise Partnership by:

.....  
Signature

.....  
Name and Position

## **Schedule One**

### **Oxfordshire Local Enterprise Partnership (OLEP) Governance and Working Arrangements**

#### **1. Overview**

1.1. The Oxfordshire Local Enterprise Partnership was established at the beginning of 2011. Its primary aim is to provide strategic leadership in encouraging enterprise in the Oxfordshire economy, helping to create more sustainable, value adding jobs and removing barriers to growth.

1.2. It is a partnership between the business community and local government that operates as an unincorporated association.

1.3. The governance and working arrangements are designed so as to ensure that the Partnership fulfils its primary aim. In so doing it works with existing partnerships or working arrangements that are already operating successfully in support of economic growth. The working relationship between the Partnership and any other partnership and/or working group will be set down and agreed by both parties in form of a Memorandum of Understanding.

1.4. The governance structure comprises an Executive Board and the Forum. The Executive Board is responsible for preparing an annual business plan on behalf of the Partnership and for ensuring that its priorities are taken forward. The Forum shall meet with the Executive Board at least twice a year to review the work of the Partnership.

1.5. It is neither appropriate nor necessary for the Enterprise Partnership to seek a leadership role in all aspects of economic development – it is this philosophy that underpins the ‘row’, ‘steer’ and ‘cheer’ ethos of the Partnership.

1.6. The Partnership shall, through its business plan, identify a ‘premier league’ of key sectors that it will actively support. It will also identify spatial priorities for its activities. It will keep its priorities under review and refine/adjust in light of circumstances, both locally and nationally. It will not limit itself to supporting economic development in accordance with these priorities.

1.7. The focus for the Partnership’s activities are:

- Supporting/facilitating inward investment (both in terms of supporting the expansion of existing businesses and in encouraging new investment into the economy) – ensuring that the right mechanisms and support for businesses is available forms part of this activity;
- Identifying the infrastructure priorities that enable economic growth and then working with partners to enable its delivery;
- Improving the skills of Oxfordshire’s workforce and those about to enter it, to improve their employability.

1.8. The Enterprise Partnership will conduct its business in an open and transparent way, with the papers and minutes of all meetings made publicly available. Once a year it will hold an open meeting with the wider business community



## **2. The Executive Board**

2.1. The Executive Board is responsible for preparing an annual business plan on behalf of the Partnership and for ensuring that its priorities are taken forward.

2.2. It shall meet on a regular basis in order to conduct its business. It shall meet with the Forum at least twice a year to review the work of the Partnership.

2.3. All appointments to the Executive Board are for a 3-year period and are made on a non-executive basis.

2.4. A Board member is eligible to serve 2 consecutive 3-year periods: a retiring member at the end of their second 3-year period would not be eligible to stand again until after the passage of 12 months.

2.5. Board members will stand-down on a rotational basis – with a third of Board members standing down annually.

2.6. The Chairman and Vice-Chairmen of the Executive Board will be elected by their peers.

2.7. Voting is on the basis of one member one vote with the Chairman holding the casting vote.

2.8. Each Board member is expected to:

- a) Attend a minimum of 80% of Board meetings per annum
- b) Communicate with and represent the collective interests of the sector/interest they are representing
- c) Act as a conduit for the flow of information to/from the Executive Board to their sector/interest
- d) Act as a 'champion' for one (or more) of Partnership's priority areas of work.

2.9. In exceptional circumstances a Board member may nominate an alternate to attend a Board meeting in their absence.

2.10. Membership of the Executive Board shall consist of the following:

### **Business/Enterprise Representatives**

- 3 x nominations from the business representative organisations (coordinated by CBI/loD/FSB and Chambers of Commerce)
- 1 x representative of the Oxfordshire Skills Board (expected to be the Chairman of the Skills Board – who will be a business leader)
- 3 x representatives of the key spatial locations: nominated by private/public sector partnerships in each location (with the expectation that nominations will be business leaders from the locale) – e.g. Bicester Vision, Science Vale UK, and Oxford and its environs
- 2 x representatives from the Universities (reflecting their role in supporting and promoting enterprise in the Oxfordshire economy)
- 1 x representative from the College Sector

### **Public Sector Representatives**

- 1 x County Council (as the accountable body for the public funds)

allocated by the Partnership and as a strategic planning authority)

- 2 x representatives from the District/City Councils (expected to include the Chairman of the Spatial Planning and Infrastructure Partnership)

2.11. The Executive Board will hold an open public forum at least once a year: the Board will summarise its work for the previous year, set out its Business Strategy for the forthcoming year and answer queries from the wider business community.

2.12. Meetings of the Board will not be open to the public. All papers considered by the Board and minutes of its meeting are public documents.

### **3. The Forum**

3.1. Membership of the Forum is drawn from the senior business and local government leadership within Oxfordshire. The Forum provides oversight on the work of the Partnership. It shall meet with the Executive Board at least twice a year to review the work of the Partnership.

3.2. Membership of the Forum is by invitation: a list of current members is maintained on the Partnership website at all times.

3.3. Meetings of the Forum will not be open to the public. All papers considered by the Forum and minutes of its meeting are public documents.

### **4. Support Functions**

#### *Secretariat/Administrative Functions*

4.1. The secretariat/administrative support functions for meetings of the Board and the Forum will be supplied by the County Council in accordance with a service level agreement agreed by both parties. This will be provided in the form of a dedicated staff resource as 'in-kind' support.

#### *Executive Support*

4.2. Executive functions in support of Partnership work priorities will be provided through working arrangements at 'official level' and/or through the use of 'task groups' on which Board members may sit. Wherever possible this support will be provided through the use of existing groupings.

#### *Accountable Body*

4.3. The Local Enterprise Partnership is responsible for the allocation of public sector funding identified by the Government from time to time as being within its remit. The allocation of this funding must be undertaken in accordance with statute and the principles of democratic and financial accountability.

4.4. This requires there to be a public sector body identified as the accountable body for audit and transparency purposes. Oxfordshire County Council is the accountable body for the Partnership. As such it provides:

- i) Advice on what information (both technical and financial) is required in order to assess the eligibility of projects put forward for funding;
- ii) Staff resource to undertake an appraisal of projects put forward for consideration and advise the Partnership on their merits;
- iii) Staff resource to monitor the investments made using resources allocated by the Partnership, to include:
  - i. Progress reports on investment proposals supported by the Partnership;
  - ii. Monitoring reports on the status of the funds allocated to the

Partnership, including the status of the revolving investment fund established using the GPF;  
iii) Audit functions with regard to the use of any public funds that are allocated in accordance with Partnership priorities.

**Oxfordshire Local Enterprise Partnership  
Executive Board  
March 2012**

**Schedule Two****Scheme of Operation****1. Organisational Frameworks**

- 1.1 OLEP will operate in accordance with:-
- i) Its Governance and Working Arrangements;
  - ii) This MoU;
  - iii) The guidelines provided by central government or any other body whose regulation controls the use of funds provided to OLEP; and
  - iv) Statutory requirements.
- 1.2 OCC will operate in accordance with:-
- i) Its Constitution;
  - ii) This MoU;
  - iii) The guidelines provided by central government or any other body whose regulation controls the use of funds provided to OLEP; and
  - iv) Statutory requirements.

**2. Growing Places Fund Operation Framework**

- 2.1 The GPF is made up of both capital and revenue funds. The capital funding has to be spent on capital terms. The revenue funds can be spent on either revenue or capital items.
- 2.2 The capital part of the GPF is primarily used as a flexible forward funding mechanism to facilitate the development and timely provision of critical infrastructure that supports the delivery of planned growth or development and unlocks growth within Oxfordshire. The forward funding is founded on the premise that future funding secured through other funding streams or income streams generated by the supported projects will be used to replenish the GPF and be reinvested to unlock further development.
- 2.3 The revenue part of the GPF will be used to cover small capital projects and costs related to preparing infrastructure projects.
- 2.4 The GPF is structured and managed in a way that takes into account any delays or reductions in the recycled total. Therefore, the following operation model is applied:

**Structure of the GPF**

- a. The GPF is set up as a “capital investment fund” and is managed and reported in line with the standards applied to the OCC’s Capital Programme;
- b. The initial set up and size of the GPF is agreed/confirmed by OLEP and other partners who have agreed to contribute to the GPF. Each organisation will follow its own executive decision-making process to secure the required internal approvals;

- c. The GPF will be used to pump-prime or forward fund infrastructure schemes in situations where anticipated public/ private funding for the scheme will not be available in full at the time when the infrastructure is needed to support development;
- d. The GPF is able to receive income from other programmes or new funding streams where outcomes are aligned. Such decisions are subject to agreement by OLEP and other partners who have agreed to contribute to the GPF;
- e. Income being recouped from developments or from individual schemes will be recycled back into the GPF in order to finance other priority projects coming forward. Necessary arrangements will be put in place to safeguard this recovery for each allocation;
- f. Should the GPF be terminated, either by collective agreement or because of external changes, all outstanding balances to support the on-going projects and awaited paybacks from previous investments will be transferred under OCC given its role as the accountable body. Under such circumstances, OCC will ensure that any surplus funds following programme closure are returned to the contributors..

#### Prioritisation & Assessment Framework

- a. OLEP will ensure that there is guidance on the prioritisation mechanism where schemes' ability to produce outcomes are balanced with their financial appraisals;
- b. Priorities are determined on a need basis using the agreed prioritisation criteria and a transparent assessment framework. Investment decisions will be made subject to the results of the independent assessment process and based on the available funding envelope. Where required a risk assessment will be conducted to determine the level of contribution that could be made by the GPF and determine whether the GPF is the best possible resource to finance the bespoke scheme;
- c. Promoters (receiving organisations) are required to submit business cases demonstrating that their proposal meets the objectives of the GPF, confirming that resources will be spent in line with the local government accounting procedures and paid back to the accountable body within the agreed repayment period;
- d. Promoters (receiving organisations) will be required to sign a funding agreement outlining the conditions applied to the use of the GPF and the repayment arrangements and timetable;

#### Monitoring & Reporting

- a. The GPF is managed on "open book principles" and its progress and the annual position is reported back to OLEP and other contributors;
- b. Overall programme progress will be monitored by OLEP, in consultation with other contributors, at their formal meeting and the results of this monitoring will be made available to the public. This regular monitoring will capture progress made against any agreed actions and any compliance issues based on the conditions set out in the funding agreements prior to the release of the GPF;
- c. Promoters (receiving organisations) will be expected to provide progress reports on the supported projects at regular intervals to OLEP and to keep auditable records of their expenditure;

- d. OLEP, in consultation with other contributors to the GPF, will reserve the right to claw the funding back or stall payments if a project is not progressing in line with the business case. OLEP will also reserve the right to authorise the OCC to act on any breach of the funding agreement;
- e. The S151 Officer of the OCC will ensure that there is guidance regarding the technical operation of the GPF and compliance related requirements are managed as per this guidance;
- f. A robust year-end financing strategy ensuring the appropriate use of resources and effective management of the cash-flow will be employed by OCC.

## **Schedule Three**

### **Scheme of Roles & Responsibilities**

#### **General**

##### **1.1. OLEP shall**

- i) undertake all strategic decision making to determine policy necessary for resource allocation and delivery of projects funded by funding streams for which OCC is to act as accountable body;
- ii) ensure that all decisions are fully documented and recorded in writing;
- iii) agree robust and transparent assessment criteria against which funding will be allocated;
- iv) agree the robust and objective assessment methodology based on the assessment criteria to support the prioritisation of projects and to facilitate independent assessment in accordance with the appropriate use of public funds;
- v) ensure that projects are approved only after an appraisal has been carried out and that the separation of duties between project appraisal and project approval;
- vi) invite applications for funding;
- vii) determine applications for funding following independent assessment, subject to referral to OCC for due diligence, and provided always that, where in OCC's reasonable opinion, any allocation would be in breach of the conditions of grant, OCC may refuse to give effect to the determination; and
- viii) make procurement decisions on other goods, works, services necessary to the day to day running of OLEP within the available resource envelope;

##### **1.2. OCC shall**

- i) hold any funding it receives and all interest or income earned for and on behalf of OLEP and ensure that the money is not moved or converted to cash without specific instruction from the OLEP;
- ii) will administer the GPF under its own accounting policies and financial procedures to ensure that funds are applied and accounted for appropriately. This will be carried out under the direction of the Section 151 Officer;
- iii) provide support and assistance to OLEP, including procurement advice, to ensure both legal and financial probity in relation to the receipt and use of specific funding for which it acts as accountable body;
- iv) advise the OLEP on the procedures necessary to ensure formal compliance with any terms and conditions of funding or grant;
- v) provide advice on proper and effective governance for overseeing the allocation and spend of OLEP funding;
- vi) enter into funding agreements on behalf of OLEP for mutually agreed funding streams;
- vii) Undertake any necessary action to seek recovery of Growing



- viii) Places Funding following a decision by the OLEP;  
enter into appropriate legal agreements or contracts with project delivery or sponsor organisations or other providers on behalf of OLEP for funding streams for which it acts as accountable body once the project is approved by the Board following a successful due diligence process;
- ix) ensure that the funding is passed on to the project delivery organisation in line with the conditions of the funding and loan agreements;
- x) submit the claims to the funding body and prepare and submit relevant documents for inspection by central government or external auditors as required;
- xi) where the funding streams is working on a claim basis, ensure that the claimed funding is passed on to the project delivery team or organisation without delay and in line with the conditions of the funding or loan agreements;
- xii) ensure that performance and financial systems are robust;
- xiii) provide details of all monies expended in accordance with the terms and conditions of funding;
- xiv) monitor approved projects during and after implementation in line with the agreed monitoring framework or as required by the funding body;
- xv) inform and keep OLEP informed of any grant funding allocations received and the procedures and recommended criteria for distributing the funding based on the funding body's requirements;
- xvi) assist OLEP in identifying other sources of funding or to apply for these where commissioned by the OLEP; and
- xvii) report and take appropriate action where it has reason to believe that OLEP, or anybody acting as its agent, is failing to
  - a) adhere to the terms and conditions of funding requirements or the funding or loan agreements;
  - b) comply with its Governance and Working Arrangements or any statutory requirement;
  - c) provide a suitable standard of probity.

## **Financial/Audit**

### **2.1. OLEP shall**

- i) Co-operate with and assist OCC acting in its role as accountable body in undertaking the day to day responsibility for financial matters;
- ii) make funding available, through OCC, to persons and organisations who it has resolved shall receive these;
- iii) request OCC to effect the payment of such funding to the said persons or organisations;
- iv) co-operate with and assist OCC in regular audit examinations of all operating systems;
- v) act upon all recommendations contained within the OCC's internal audit reports where OCC's chief financial officer so requires;
- vi) report any financial irregularity or suspected irregularity in the use of any funding to OCC.

2.2. OCC shall

- i) establish and maintain a financial system to account for all monies received and disbursed on OLEP's behalf;
- ii) transfer , subject to due diligence, funding for projects identified by OLEP;
- iii) receive income and make payments for and on behalf of OLEP;
- iv) maintain proper records, in accordance with its Constitution, of all monies received and disbursed for OLEP and make such records available for inspection by both internal and external regulators;
- v) arrange regular audit examination of OLEP's activities with regards to use of public resources and, following each audit, present a report to OLEP with recommendations to strengthen their governance and management practices;
- vi) allow funding bodies to have access to all files/ records of projects for which it acts as accountable body; and
- vii) supply, as necessary, completed statements of income, expenditure and disbursements to OLEP, funding organisations, central government and external auditor.

**Recovery of the Growing Places Funds**

3.1. In most instances the conditions where funds will be recovered will be laid out in the initial funding or loan agreement. OCC will only take the step to recover funds from those parties it has a direct agreement with. If the project concerned is a third party such as a subcontractor it would be up to the body OCC is seeking funds from to determine and take any action they require to recover their losses from any 3rd parties.

3.2. The general stage of fund recovery will be as follows:

- Stage 1: Notice sent containing the reason for concern, outlining the potential fund recovery situation and giving time where appropriate for corrective action;
- Stage 2: If no corrective action is taken or is deemed insufficient to avoid fund recovery a further notice will be sent asking for the return of funds with a deadline for the return of the funds. In cases of particular difficult OCC, in consultation with the OLEP Board, may accommodate a fund return payment plan of instalments over an agreed period of time. However, this must be agreed in writing and cannot be assumed;
- Stage 3: If funds are not returned within the set deadline then OCC may then instigate debt recovery procedures which may result in legal action being taken.

3.3. OCC does not wish to undertake these steps if at all avoidable but will do so in order to protect the public purse and ensure that public funding is being used appropriately.

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Division(s):
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## **CABINET - 26 FEBRUARY 2013**

### **FUTURE DEVOLVED GOVERNANCE: LOCAL TRANSPORT BOARD CONSULTATION RESPONSES**

#### **Report by Director for Environment and Economy**

#### **Introduction**

1. The purpose of the report is to detail the responses received from partner organisations to the proposals to establish a Local Transport Board (LTB) to receive the devolution of local major scheme funding from the Department of Transport, in accordance with the Draft Assurance Framework approved at the Cabinet meeting on 29 January 2013.

#### **Background**

2. To recap - in response to the Coalition Government's commitment to localism the Department of Transport (DfT) has announced its firm intention to devolve funding for local major transport schemes to Local Transport Bodies (LTBs) from 2015. LTBs will be voluntary partnerships between Local Authorities (LAs), Local Enterprise Partnerships (LEPs) and other stakeholder organisations. In order to ensure that the devolved system provides appropriate safeguards for the use of public funds and is able to deliver value for money it will need to have an Assurance Framework in place.
3. The DfT has asked that local partners submit their draft Assurance Framework by the end of February 2013 and an indicative list of prioritised local major schemes by the end of July 2013. Local partners will need to be consulted in order to provide evidence of agreement to the Assurance Framework.
4. Following approval by Cabinet to the draft Assurance Framework at it the previous meeting, the Director of Environment and Economy wrote to 25 partner organisations setting out the details of the proposals to establish Local Transport Board and seeking comments. The list of consultees is detailed in the Annexe to the report. The proposals were also presented to the Oxfordshire LEP Board at its meeting on 8 February.
5. The following organisations responded by the deadline for consultation returns and all offered their support for the proposals: Oxford City Council, Cherwell District Council, Network Rail, Highways Agency, SEMLEP (South East Midlands Local Enterprise Partnership - overlapping the Cherwell District) and Oxfordshire LEP.
6. The Oxfordshire LEP, while supporting the proposals has requested that they be allowed to have two representatives in order to cover the extent of

knowledge and input that will required to feed into the Local Transport Board deliberations and to provide support in reporting back to the LEP Board.

7. Cabinet are asked to consider this request and form a view. Should the request be allowed then the following amendment would be made to the draft Assurance Framework to accommodate a second representative from the Oxfordshire LEP.

8.

## Membership

9. The following table details the membership of the Oxfordshire LTB, those organisations that will be invited to participate in its proceedings with voting rights and those organisations that would have a standing invitation to attend as observers without voting rights.

<b>Members</b>	<p>The following organisations have an automatic right to full LTB membership with voting rights:</p> <ul style="list-style-type: none"> <li>•Oxfordshire County Council as the Local Transport Authority represented by the Leader of Council (or the Cabinet Member with responsibility for Transport)</li> <li>•<b>Oxfordshire Local Enterprise Partnership represented by the Chairman and the nominated Board Member with responsibility for Transport (two representatives)</b></li> <li>•The following District Councils represented by their nominated Leader(s) of Council <ul style="list-style-type: none"> <li>Cherwell District Council</li> <li>Oxford City Council</li> <li>South Oxfordshire District Council</li> <li>Vale of White Horse District Council</li> <li>West Oxfordshire District Council</li> </ul> </li> </ul>
<b>Observers with Standing Invitation</b>	<p>The following organisations will have a standing invitation to attend the LTB with non-voting observer status:</p> <ul style="list-style-type: none"> <li>•Highways Agency represented by the Regional Director (or their nominee)</li> <li>•Network Rail represented by the Regional Director (or their nominee)</li> </ul>

## Corporate Policy, Financial and Other Implications

10. There are no further implications beyond those detailed in the previous report considered by Cabinet on 29 January 2013.

## **RECOMMENDATIONS**

11. **Cabinet is RECOMMENDED** to approve the following:
- (a) That the consultation responses from partner agencies are noted.
  - (b) That the request from Oxfordshire LEP for two representatives on the Local Transport Board is approved and the Draft Assurance Framework is amended accordingly.
  - (c) That the Director of Environment & Economy be authorised to develop the Scheme Prioritisation Process and progress the Assurance Framework to completion for submission to the Department of Transport in accordance with their timetable in consultation with the Section 151 and Monitoring Officer.

**HUW JONES**

**Director for Environment and Economy**

Contact Officer: Tom Flanagan, Service Manager - Planning & Transport Policy  
Tel: 01865 815691 10 January 2012

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## CABINET – 26 FEBRUARY 2013

### STAFFING REPORT – QUARTER 3

Report by Head of HR

#### Introduction

1. This report provides an update on staffing numbers and related activity during the period 1 October 2012 to 31 December 2012. It also tracks progress on staffing numbers since 1 April 2010 as we implement our Business Strategy.

#### Current numbers

2. The establishment and staffing numbers (FTE) as at 31 December 2012 are 4386.41 Establishment; 4032.44 employed in post. These figures exclude the school bloc.
3. We continue to monitor the balance between full time and part time workers to ensure that the best interests of the Council and the taxpayer are served. For information, the numbers as at 31 December 2012 were as follows - Full time 2916 and Part time 2251. This equates to the total of 4032.44 FTE employed in post.
4. The changes in both establishment and staffing numbers since 31 March 2012 are shown in the table below. A breakdown of movements by directorate for this financial year is provided at Appendix 1.

	FTE Employed	Establishment FTE
Reported Figures at 31 March 2012 – Non-Schools	4372.47	4634.75
Changes	-340.03	-248.34
Reported Figures at 31 December 2012 – Non-Schools	4032.44	4386.41

#### Quarter 3 Changes

5. The reduction in overall staffing numbers this quarter is mainly due to the outsourcing of the Supported Living and the Reablement Services from Social & Community Services.

6. We remain committed to redeploying displaced staff wherever possible via our Career Transitions Service but this is getting more difficult as staffing numbers reduce across the Council. There were 4 successful redeployments this quarter (17 in total so far this financial year)
7. We also recognise that operational services are critical and cannot be left without any cover. Prudent use of agency staff is therefore deployed to ensure continuity of service – the cost of agency staff this quarter is £1,088,941. We are not simply replacing directly employed staff with agency workers however and this activity is closely monitored with appropriate controls in place within directorates.

### **Progress since 1 April 2010**

8. Staffing numbers have reduced in all key areas since 1 April 2010 as we continue to implement measures contained in our Business Strategy across the Council:-
  - **Establishment FTE** down from 5836 to 4386 – a 25% reduction.
  - **Staff employed FTE** down from 5283 to 4032 – a 24% reduction
  - **Vacancies FTE** down from 474 to 146 – a 69% reduction

### **Accountability**

9. Staffing numbers continue to be monitored rigorously. All new posts are reviewed by the Head of HR on a weekly basis and Deputy Directors are required to check and confirm staffing data for their services on a quarterly basis with appropriate challenge provided by the relevant HR Business Partner .

### **RECOMMENDATION**

10. The Cabinet is **RECOMMENDED** to:
  - (a) note the report
  - (b) confirm that the Staffing Report meets the requirements in reporting and managing staffing numbers.

STEVE MUNN  
**Head of HR**

25 January 2013

Contact Officer: Sue James, Strategic HR Officer, 01865 815465.

DIRECTORATE	Total Established Posts at 31 December 2012	Changes to Establishment since 31 March 2012	FTE Employed at 31 December 2012	Changes in FTE Employed since 31 March 2012	Vacancies at 31 December 2012	Cost of Agency Staff * £
CHILDREN, EDUCATION & FAMILIES	1479.24	125.12	1340.65	77.16	45.43	187,075
SOCIAL & COMMUNITY SERVICES	773.25	-157.66	714.68	-157.38	28.64	338,891
COMMUNITY SAFETY	405.88	-1.32	399.76	-2.43	0.16	31,656
ENVIRONMENT & ECONOMY	533.54	-263.77	497.19	-276.99	20.06	376,109
OXFORDSHIRE CUSTOMER SERVICES	738.27	60.53	661.37	42.28	35.48	101,458
CHIEF EXECUTIVE'S OFFICE	213.98	5.66	194.42	-3.66	10.66	52,020
CULTURAL SERVICES	242.25	-16.90	224.37	-19.01	5.98	1732
<b>TOTAL</b>	<b>4386.41</b>	<b>-248.34</b>	<b>4032.44</b>	<b>-340.03</b>	<b>146.41</b>	<b>1,088,941</b>

Please note: The vacancies plus the FTE employed will not always be equivalent to the Establishment. Where employees are absent eg on maternity leave or long term sick and have been temporarily replaced, both the absent employee and the temporary employee will have been counted.

\* This figure does not necessarily bear a direct relationship with vacant posts.

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Division(s): N/A
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## CABINET – 26 FEBRUARY 2013

### FORWARD PLAN AND FUTURE BUSINESS

#### Items identified from the Forward Plan for Forthcoming Decision

#### Topic/Decision

#### Portfolio/Ref

#### Cabinet, 19 March 2013

- **Governance Review** Leader, 2013/026  
For Cabinet to consider and comment upon (prior to Council), the final report of the Governance Review led by Strategy & Partnerships Scrutiny Committee prior to Council.
- **S75 Agreement - All Client Groups** Adult Services, 2012/124  
To seek approval for the Pooling of Health & Social Care budgets for services to meet the key priority of integrated health & social care within the Health & Wellbeing Strategy.
- **Older People's Strategy** Adult Services, 2013/022  
To seek endorsement of the joint strategy for older people – which sets the direction for meeting the needs of the county's older people.
- **Statutory Notice: Proposal to Expand Windmill Primary School, Oxford** Education, 2012/178  
If objections are received, a final decision is sought on the proposal to expand the school to 3 form entry.
- **Stage Two Statutory Notice Proposal to Alter the Lower Age Range at St Gregory the Great Catholic School, Oxford** Education, 2012/183  
A final decision is sought on the proposal by the Governing Body of St Gregory the Great Catholic School on its proposal to alter the lower age range of the school to become an all-age school with an age range of 3-18 from September 2013.
- **Stage Two Statutory Notice Proposal for Change of Category for Bletchingdon Parochial CE Primary School** Education, 2012/184  
A final decision is sought on the proposal by the Governing Body of Bletchingdon Parochial CE Primary School on their proposal to change the category of the school from Voluntary Controlled to Voluntary Aided.

- **Joint Municipal Waste Management Strategy 2012** Growth & Infrastructure, 2012/141  
To consider a draft Oxfordshire Waste Strategy.
- **Direct Construction of Infrastructure by Developers** Growth & Infrastructure, 2013/018  
To consider proposed guidance on the direct construction of infrastructure by Developers and seek approval to proceed on the development as outlined in the report.
- **Bayards Hill Primary School - Redevelopment Project** Police & Policies, 2013/021  
To gain Cabinet approval for the release of capital funding.

### Deputy Leader, 21 March 2013

- **Bus Subsidies : Routes in the Banbury and Bicester Area** Deputy Leader, 2013/009  
To seek decision on the future provision of subsidised bus services for which subsidy contracts are due to terminate in June 2013.
- **Bus Subsidies : Services Formerly Operated by RH Buses** Deputy Leader, 2013/010  
The report seeks decisions on contract awards for ongoing coverage of services formerly operated by RH Buses.
- **Corporate Plan Performance and Risk Management Report for the 3rd Quarter 2012** Cabinet, 2012/137  
Quarterly Performance Monitoring report.
- **Proposed Parking Restrictions - Station Road, Chinnor** Deputy Leader, 2012/162  
To seek approval to proceed.
- **Proposed Prohibition of Motor Vehicles - Tollgate Cottage Road, Williamscoth** Deputy Leader, 2013/011  
To seek approval to proceed.
- **Proposed Disabled Persons Parking Places - Oxford City, South Oxfordshire, Vale of White Horse and West Oxfordshire** Deputy Leader, 2013/012  
To seek approval to proceed.
- **Proposed Zebra Crossing - Preston Road, Abingdon** Deputy Leader, 2013/013  
To seek approval to proceed.

- **Proposed Residents Parking Scheme - Elms Road, Botley** Deputy Leader, 2013/014  
To seek approval to proceed.
- **Proposed Residents Parking Scheme - Cutteslowe Area** Deputy Leader, 2013/015  
To seek approval to proceed.
- **Proposed Prohibition of Motor Vehicles - Thorpe Way/Alma Road, Banbury** Deputy Leader, 2013/016  
To seek approval to proceed.
- **Proposed Amendments to Residents Parking Scheme - Abingdon** Deputy Leader, 2013/017  
To seek approval to proceed.
- **Tree Management Policy - Refresh of Existing Policy to Reflect Changes in the Local Environment** Deputy Leader, 2013/020  
To seek approval to the revised policy.
- **Proposed Parking Restrictions at Rockhill Farm Court and Zebra Crossing at Over Norton Road, Chipping Norton** Deputy Leader, 2013/024  
To see approval to proceed.
- **Proposed Pedestrian Crossing and Associated Enhancements - Ardley** Deputy Leader, 2013/025  
To seek approval to proceed.

### **Cabinet Member for Children & the Voluntary Sector, 11 March 2013**

- **Chill Out Fund 2012/13 - March 2013** Cabinet Member  
To consider applications received (if any) from the Chill Out for Children & the  
Fund. Voluntary Sector, 2012/168

### **Cabinet Member for Education, 11 March 2013**

- **Statutory Notice: Proposal to Expand Five Acres Primary School, Ambrosden** Cabinet Member  
for Education, 2012/175  
If no objections are received, a final decision is sought on the  
proposal to expand the school to 2 form entry.

**Cabinet Member for Safer & Stronger Communities, 18 March 2013**

- **Trading Standards Service Policy for the Provision of Business Advice and Support Services** Cabinet Member for Safer & Stronger Communities, 2013/008
- To consider proposals for a new approach to the provision of business advice and support including enhanced services provided on a cost recovery basis.



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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