OXFORDSHIRE
COUNTY COUNCIL

Notice of a Meeting

Strategy & Partnerships Scrutiny Committee
Monday, 25 February 2013 at 10.00 am
County Hall

Membership

Chairman - Councillor Lorraine Lindsay-Gale
Deputy Chairman - Councillor Ray Jelf

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

Notes:
Date of next meeting: 23 May 2013

What does this Committee review or scrutinise?

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

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

For more information about this Committee please contact:

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

Peter G. Clark
County Solicitor

February 2013

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

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

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

About Scrutiny

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

Scrutiny is NOT about:
• Making day to day service decisions
• Investigating individual complaints.

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

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

A hearing loop is available at County Hall.

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recycled paper

AGENDA

1. **Apologies for Absence and Temporary Appointments**

2. **Declarations of Interest - see guidance note on the back page**

3. **Minutes** (Pages 1 - 10)
10.05

    To approve the minutes of the Strategy & Partnerships meeting held on 10th January and 17th January.

4. **Speaking to or petitioning the Committee**

5. **Director's Update**
10.10

    Huw Jones Director of Environment & Economy will update the committee on issues from the Directorate relevant to their remit.

6. **Financial Monitoring Report** (Pages 11 - 24)
10.25

    Councillor Hudspeth will present the latest financial monitoring overview report for the County Council.

7. **Corporate Plan Performance Report Quarter 3** (Pages 25 - 40)
10.40

    Alexandra Bailey (Research and Major Programmes Manager) will present the report which headlines the progress the Council has made toward the Corporate Plan priorities for the period between October to December 2012.

    This report, together with any comments to note by the committee, will be presented to Cabinet on 19th March.

8. **Governance Review - next steps** (Pages 41 - 46)
11.00

    Peter Clark (County Solicitor) and Alexandra Bailey (Research and Major Programmes Manager) will present further detail on the proposals for changes to the council's governance arrangements.

    The Committee is asked to comment and endorse the proposals prior to Cabinet and Council.

recycled paper

9.   Oxfordshire's Joint Strategic Needs Assessment
11.25

The Committee will receive presentation, from Alexandra Bailey, explaining the purpose and approach to the Joint Strategic Needs Assessment (JSNA) in Oxfordshire. This follows the committee's interest in the JSNA at its October meeting. The item is an opportunity to explore how the JSNA will provide an evidence base of need and outcome that could be used to challenge partnerships in future.

10. Strategic Corporate Asset Management Plan 2013/14 (Pages 47 - 82)
11.45

Martin Tugwell (Deputy Director Strategy & Infrastructure Planning) will present an update on the Strategic Corporate Asset Management Plan as discussed at Cabinet on 29th January.

11. Close of Meeting
12:00

Declarations of Interest

The duty to declare…..
Under the Localism Act 2011 it is a criminal offence to
(a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
(b) provide false or misleading information on registration, or
(c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?
The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**
- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:
Employment (includes*"any employment, office, trade, profession or vocation carried on for profit or gain"*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/ or contact Rachel Dunn on (01865) 815279 or Rachel.dunn@oxfordshire.gov.uk for a hard copy of the document.

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STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 10 January 2013 commencing at 5.30 pm and finishing at Time Not Specified

Present:

Voting Members: Councillor Lorraine Lindsay-Gale – in the Chair

Councillor Ray Jelf (Deputy Chairman)
Councillor David Turner
Councillor Marilyn Badcock
Councillor Norman Bolster
Councillor Liz Brighouse OBE
Councillor Caroline Newton
Councillor Larry Sanders
Councillor David Wilmshurst
Councillor Stewart Lilly

Other Members in Attendance:

By Invitation:

Officers:

Whole of meeting   Sue Scane, Assistant Chief executive & Chief Finance Officer
Lorna Baxter, Deputy Chief Finance Officer

Part of meeting

Agenda Item   **Officer Attending**

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

81/12   APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS
(Agenda No. 1)

Apologies were received from Councillor Hallchurch (Councillor Lilly substituting)

82/12 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE
(Agenda No. 2)

None

83/12 SPEAKING TO OR PETITIONING THE COMMITTEE
(Agenda No. 3)

None

84/12 SERVICE & RESOURCE PLANNING 2013/14 - 2016/17
(Agenda No. 4)

Sue Scane, Assistant Chief Executive & Chief Finance Officer gave an introductory presentation on the overall financial position and overview of the savings that are required from the budget.

Huw Jones, Director for Environment and Economy gave an overview of the changes to the Environment and Economy directorate in the past year. The directorate is now organised into three divisions; Strategy & Infrastructure, Commercial Services and Oxfordshire Customer Services. Deputy Directors Graham Shaw and Martin Tugwell presented the key savings proposals for their services relating to the committee.

Members were interested in the development of the Customer Service Centre (CSC) and the savings related to it. It was agreed that a more substantial discussion would be had at the next committee meeting where there will be a paper on the next phase of the CSC.

Graham Shaw confirmed that there is no intention to externalise the CSC but are looking at the potential for other 'back office' services such as HR or Finance to be externalised. Options will need to be considered in detail over the period of the medium term financial plan.

Members expressed a desire for locally based services even if they were to be externalised.

The committee noted that BT is improving broadband provision in the county so many of our buildings are already benefitting from this. It was noted that the Better Broadband programme is still in the procurement phase but members were keen that parishes should be made aware of the planned phasing for the roll out.

Members noted that the corporate landlord approach is now embedded and we are looking for opportunities to work with partners to join up on estates. Energy usage reduced by 15% last year but unfortunately this is not reflected in cost reductions as prices are increasing.

Sue Scane told the committee that the majority of savings in the Chief Executive's Office had already been achieved in earlier years. The efficiency reserve has been

built up to pump prime activities so it is appropriate to remove the change fund at this time.

The committee were disappointed at the loss of the Big Society Fund base budget and urge Cabinet to reinstate this funding on a one-off basis if additional funding becomes available. The committee were also keen to ensure that sufficient staffing was maintained to support the fund and more broadly the whole back office function of the council.

Sue Scane undertook to provide members with details of the overall organisational development budget and what proportion of it will be given in savings.

Members thanked Sue Scane and Lorna Baxter for their support to the scrutiny committees.

The committee were happy to support the proposed pressures and savings.
They noted that, in the main, the savings proposed were on the basis of the reduced size of the council overall.

85/12 CLOSE OF MEETING
(Agenda No.)

6.40

.... in the Chair

Date of signing   ....

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STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 17 January 2013 commencing at 10.00 am and finishing at Time Not Specified

Present:

Voting Members: Councillor Lorraine Lindsay-Gale – in the Chair

Councillor Norman Bolster
Councillor Liz Brighouse OBE
Councillor Caroline Newton
Councillor David Wilmshurst
Councillor Patrick Greene
Councillor Stewart Lilly
Councillor Roz Smith

Other Members in Attendance: Councillor Ian Hudspeth (for whole of meeting)

By Invitation:

Officers:

Whole of meeting Sue Scane, Assistant Chief Executive & Chief Finance Officer. Julia Lim, Scrutiny Officer.

Part of meeting Graham Shaw, Deputy Director for Oxfordshire Customer Services and Mark Peet, Operations Manager for Oxfordshire Customer Services (item 8) and Alexandra Bailey, Corporate Performance and Review Manager (Items 9 and 10)

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

86/12 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS
(Agenda No. 1)

Cllr Badcock, Cllr Sanders, Cllr Hallchurch (Cllr Lilly as substitute), Cllr Turner (Cllr Roz Smith as substitute), Cllr Jelf (Cllr Greene as substitute).

87/12 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE ON THE BACK PAGE
(Agenda No. 2)

None

88/12 MINUTES
(Agenda No. 3)

The minutes were agreed.

Matters arising – Julia Lim to follow up with Graham Shaw on his action to produce a briefing on pro-active / community broadband development.

Cllr Hudspeth explained that the City Deal bid had been submitted and feedback from government was awaited.

The Corporate Asset Strategy to come back to next meeting following discussion at Cabinet in late January.

89/12 SPEAKING TO OR PETITIONING THE COMMITTEE
(Agenda No. 4)

None

90/12 DIRECTOR'S UPDATE
(Agenda No. 5)

Sue Scane provided the directors update focusing on the budget as many key activities of the Chief Executive's Office were already on the agenda.

Budget – Throughout the whole council process Corporate Finance have worked very closely and positively with all directorates. The Council is still waiting for some final finance information from the government. The final settlement is expected in early February; it's therefore possible that the February Council papers will need to be supplemented by addendas as more information becomes available. It was stressed that everything produced so far is provisional and could be subject to change, however there was sufficient reserves to deal with changes in the short term.

91/12 SERVICE & RESOURCE PLANNING 2013/14 - 2016/17 - COMMENTS FROM SCRUTINY MEETINGS 10/1/13
(Agenda No. 6)

The members of the committee expressed their regret about the proposal to change and eventually remove the Area Stewards Fund as the fund is a key way

in which communities feel able to influence local spend and is an opportunity to pool funding with parish councils.

Cllr Hudspeth explained that in future the fund will be managed at a locality level and it will still be possible for parish councils to add funding.

The committee agreed to support the comments made by other scrutiny committees on 10th January in relation to service and resource planning and put forward the following comments to Cabinet:

i. The Strategy & Partnerships Committee has noted the comments from the various scrutiny committees and is broadly supportive of the points agreed and the backing they have given to the budget proposals. However the committee wished to stress that it regrets the fact that the local government sector has had to bear such significant reductions in its budgets and the difficulty this creates for delivering local services.

ii. The Strategy & Partnerships Committee would particularly like to draw the Cabinet's attention to the feeling of widespread regret expressed in relation to the proposal to remove the Area Stewards Fund. This fund is popular with the public and has enabled members to respond to local transport issues. The committee supports the proposal that the council considers reinstating the fund if it receives any one off or unexpected funding from central government.

Cllr Greene wished to highlight that the comments provided from the Growth and Infrastructure committee did not reflect a long discussion about pot holes which took place at the meeting.

92/12 THE COUNCIL'S CORPORATE PLAN 2013/14 - 2016/17 - DRAFT
(Agenda No. 7)

Sue Scane introduced the refreshed plan which had been developed with the input of a member working group chaired by the Leader. Both Sue Scane and Cllr Hudspeth expressed their thanks to the staff that had worked on the document.

Cllr Newton felt there could be an ambitious communications approach around the plan particularly in relation to the highlighted success stories.

Sue Scane explained that Eddie Gibb the new communications manager is keen to address this.

Cllr Brighouse highlighted that references to the Big Society Fund need to be amended bearing in mind budget proposals responding to the local government settlement. She also suggested that the work the Fire Service does with young

people as well as adults should be highlighted e.g. the County's Fire and Rescue Service Cadets

The CHOICE values were discussed and it was suggested that these could be revised following the election to better reflect current priorities.

93/12   CUSTOMER SERVICE UPDATE
(Agenda No. 8)

Graham Shaw and Mark Peet provided an update on progress with improving performance in the Customer Service Centre. Performance is now in line or exceeding service level agreements.

Corrective actions to address poor performance during 2012 have focused on recruitment and retention of staff including training for staff to ensure they have a good understanding of the services being offered through the centre.

Sue Scane highlighted that the Customer Service Centre had been excellent in stepping up service levels during the flooding last year and expressed her thanks to Graham, Mark and their teams.

There have been improvements in service levels in highways, concessionary fares and dial-a-ride. Much of this has been due to taking a more pro-active approach to communication with customers and improvements to online facilities.

The committee welcomed the improvements, Cllr Newton asked for more detail on call answering times for those not answered within the 20sec target time and Cllr Brighouse asked for more information on block bookings for dial-a-ride (% of journeys that block booked, the number cancelled or no-shows and the number of journeys refused due to a lack of capacity). Mark Peet AGREED to provide more information.

Graham Shaw stressed that the service is now stable and there are lots of opportunities to continue improvements in future.

94/12   OUTLINE GOVERNANCE REVIEW CONCLUSIONS
(Agenda No. 9)

Alexandra Bailey introduced the report and talked members through the proposals. The committee queried the officer support available to cabinet advisory groups and the potential to lose member expertise.

Cllr Hudspeth and Alexandra Bailey explained that cabinet advisory groups will be supported by officers and that the new proposals provide an opportunity to

focus on issues that really matter to the council rather than issues of interest to committee chairmen.

Cllr Brighouse suggested that the Education committee is called Education Overview and Scrutiny Committee. She also suggested that it should be made clear that the Transport Advisory Panel was a standing committee rather than a task and finish group.

Cllr Hudspeth explained that cabinet advisory groups could be commissioned by the Performance Scrutiny Committee as well as the Cabinet. The precise process for this will be determined.

There was a discussion about the proposed Education Scrutiny committee and its lack of statutory basis to call academies to account. The importance of keeping academies on board with the council and using the committee to help them link up and share information was stressed by Cllr Brighouse and supported by the committee.

The committee supported the proposals and it was agreed that more detail would be presented at the committee's February meeting.

95/12   EQUALITIES ANNUAL UPDATE
(Agenda No. 10)

Alexandra Bailey introduced the report and explained that all actions were achieved or on-going.

The committee noted the report.

96/12   FINANCIAL MONITORING OVERVIEW 2012/13
(Agenda No. 11)

Cllr Hudspeth introduced the report which presents a positive picture overall and expressed his thanks to Sue Scane and her team. The committee noted the report.

97/12   FORWARD PLAN
(Agenda No. 12)

The following items were suggested for the February committee meeting:

- Corporate Asset Management Plan

- Update on military champions
- JSNA
- Governance review

98/12 **CLOSE OF MEETING**
(Agenda No. 13)

.... in the Chair

Date of signing ....

STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE
25 FEBRUARY 2013

FINANCIAL MONITORING OVERVIEW

COMMENTARY BY THE LEADER OF THE COUNCIL

1. The last Financial Monitoring Overview to Strategy and Partnerships Scrutiny Committee on 17 January 2013 set out the Council's financial position at the end of October 2013. This report provides a commentary on the financial monitoring to the end of December 2012 and is consistent with the position that will be considered by Cabinet on 26 February 2013. The full Financial Monitoring Reports to Cabinet are available on the Council's website and the Directorate reports are available in the Members' Resource Centre.

2. Part 1 sets out the forecast revenue position, Part 2 the Balance Sheet, and Part 3 provides an update on the Capital Monitoring position and Capital Programme Review.

Part 1 - Revenue

3. The current in – year Directorate forecast including the Council elements of the Pooled Budgets is a variation of -£2.966m, or -0.71% against a budget of £417.502m as shown in the table below.

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	**417.502**	**415.700**	**-1.802**	**-0.43**
	Less: Net underspend on Council Elements of Pooled Budgets			-1.164	
	Total Variation including Council Elements of Pooled Budgets			**-2.966**	**-0.71**

4. The -£1.802m variation excluding the Council elements of the pooled budgets reported for December was an increase of -£0.335m compared to the -£1.467m variation for October reported to Cabinet on 18 December 2012[1]. A decrease in the forecast underspend for CE&F and CEO is offset by an increase in the forecast underspend in S&CS.

Directorate	Forecast Variance as at 31 October 2012 *(reported to Cabinet on 18 December 2012)* £m	Forecast Variance as at 31 December 2012 *(being considered by Cabinet on 26 February 2013)* £m	Movement in Forecast Variance from 31 October 2012 to 31 December 2012 £m
CE&F	-0.836	-0.124	+0.712
S&CS	-0.319	-1.537	-1.218
Environment & Economy	+0.038	+0.017	-0.021
Chief Executive's Office	-0.350	-0.158	+0.192
Directorate in-year forecast variation	**-1.467**	**-1.802**	**-0.335**

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

Children Education & Families

6. 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
7. The service is reporting a variation of -£0.546m, a change of +£0.600m since the last report to Strategy and Partnerships Scrutiny Committee. 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
8. 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
9. An overspend of +£0.496m includes one–off redundancy costs incurred in 2012/13 and Premature Retirement Compensation that the Schools' Forum

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[1] There is no Cabinet Financial Monitoring and Business Strategy Delivery Report for January.

Finance & Deprivation Sub Committee agreed should be met centrally rather than from schools' DSG.

DSG Funded Services

10. 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. 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)

11. 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 –£0.944m underspend on the Learning Disabilities Pooled Budget.

S&CS1 Adult Social Care

12. 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 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

13. 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.

Pooled Budgets

Older People, Physical Disabilities and Equipment Pooled Budget

14. As shown in Annex 2 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).

15. 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 the Committee in January 2013. 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.

16. 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 has 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.

17. 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 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 funded 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.

18. 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
19. As set out in Annex 2 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)

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

EE1 Highways & Transport
21. 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
22. 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.

23. 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

24. 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

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

Virements and Supplementary Estimates

26. Virements that Cabinet have been requested to approve on 26 February 2013 include 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

27. As set out in Annex 3, 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

28. 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.

Strategic Measures

29. 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%.

30. The budgeted return for interest receivable on balances is £2.50m for 2012/13 and it is expected that this budget will be achieved.

Part 2 – Balance Sheet

Reserves

31. 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. These reserves are held for specified one – off projects, contractual commitments and to support the Medium Term Financial Plan.

Balances

32. Current balances are £16.792m and include £0.086m transferred from two unused S&CS reserves. There have been no calls on balances to date in 2012/13, but adverse weather over the winter and the effect of recent floods may change this.

Part 3 - Capital Monitoring

33. 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
Total Directorate Programmes	**48.8**	**47.2**	**-1.6**
Schools Local Capital	5.2	5.2	0.0
Total Capital Programme	**54.0**	**52.4**	**-1.6**

* Approved by Cabinet 29 January 2013

34. 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.

35. 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

36. 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

37. The total forecast 5-year capital programme (2012/13 to 2016/17) is £320.7m. The latest forecast reflects the updated capital programme considered by Council on 19 February 2013.

Conclusion

38. The overall position on balances and reserves, and the forecast revenue underspend indicates the Council continues to remain in a strong position and is on track to deliver the Business Strategies. The majority of savings built into 2012/13 budgets are either achieved or on track be achieved by year end. Where there are savings that will not be achieved alternative savings have been found as part of the 2013/14 Service and Resource Planning process.

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Councillor Ian Hudspeth
Leader of the Council
February 2013

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FINANCIAL OVERVIEW REPORT
STRATEGY AND PARTNERSHIPS COMMITTEE - 25 February 2013
Budget Monitoring

		BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend +	Profiled Budget (Net) December 2012	Actual Expenditure (Net) December 2012	Variation to Budget December 2012 underspend - overspend +	Projected Year end Variance Traffic Light
Ref	Directorate	Original Budget	Brought Forward from 2011/12 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
CEF	**Children, Education & Families**											
	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
		105,814	2,457	-1,440	-13	106,818	106,694	-124	80,037	66,997	-13,040	G
SCS	**Social & Community Services**											
	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
		219,635	1,122	-8,761	0	211,994	210,457	-1,537	156,543	152,014	-4,529	G
EE	**Environment & Economy**											
	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
		77,658	1,899	1,086	0	80,643	80,660	17	60,495	43,893	-16,603	G
CEO	**Chief Executive's Office**											
	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
		8,394	508	9,145	0	18,047	17,889	-158	13,599	12,487	-1,112	G
	Less recharges to other directorates	-49,078				-49,078	-49,078	0			0	G
		49,078				49,078	49,078	0			0	G
	Directorate Expenditure Total	934,372	5,986	-55,566	-13	884,777	882,797	-1,980	722,961	691,792	-31,169	G
	Directorate Income Total	-522,871	0	55,596	0	-467,275	-467,097	178	-412,287	-416,401	-4,114	G
	Directorate Total Net	411,501	5,986	30	-13	417,502	415,700	-1,802	310,674	275,391	-35,283	G

FINANCIAL OVERVIEW REPORT
STRATEGY AND PARTNERSHIPS COMMITTEE - 25 February 2013
Budget Monitoring

Ref	Directorate	BUDGET 2012/13					Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend +	Profiled Budget (Net) *December* 2012	Actual Expenditure (Net) *December* 2012	Variation to Budget *December* 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						
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(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				
	Strategic Measures Budget	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				
	Council Tax Requirement	284,525	0	0	0	284,523	284,523	0				

FINANCIAL OVERVIEW REPORT
STRATEGY AND PARTNERSHIPS COMMITTEE - 25 February 2013

Pooled Budgets

Older People, Physical Disabilities and Equipment Pool

Original Budget	Latest Budget		Forecast Variance December 2012	Forecast Variance October 2012	Change in Variance
£m	£m		£m	£m	£m
		Council Elements			
		Older People			
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
76.612	**81.040**	**Total Older People**	**-0.718**	**0.355**	**-1.073**
		Physical Disabilities			
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
8.780	**8.920**	**Total Physical Disabilities**	**-0.049**	**+1.842**	**-1.891**
0.886	1.025	**Equipment**	+0.547	+0.517	+0.030
86.278	**90.985**	**Total Council Elements**	**-0.220**	**+2.714**	**-2.934**
		PCT Elements			
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
31.188	**32.003**	**Total PCT Elements**	**+3.605**	**+3.517**	**+0.088**
117.466	**122.988**	**Total Older People, Physical Disabilities and Equipment Pool**	**+3.385**	**+6.231**	**-2.846**

FINANCIAL OVERVIEW REPORT
STRATEGY AND PARTNERSHIPS COMMITTEE - 25 February 2013

Pooled Budgets

Learning Disabilities Pool

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

FINANCIAL OVERVIEW REPORT
STRATEGY AND PARTNERSHIPS COMMITTEE - 25 February 2013

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	£m	£m
Children, Education & Families				
Ringfenced Grants				
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
Sub total Ringfenced Grants	**419.643**	**-70.001**	**-0.002**	**349.640**
Unringfenced Grants				
Thriving Families - Co-ordinator funding	0.000	0.100		0.100
Thriving Families - Attachment Fee	0.000	0.842	0.131	0.973
Sub total Unringfenced Grants	**0.000**	**0.942**	**0.131**	**1.073**
Total Children, Education & Families	**419.643**	**-69.059**	**0.129**	**350.713**

FINANCIAL OVERVIEW REPORT
STRATEGY AND PARTNERSHIPS COMMITTEE - 25 February 2013

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	£m	£m
Environment & Economy				
Skills Funding Agency - Adult Education	3.820			3.820
Education Funding Agency (Formerly the YPLA)		0.264	0.030	0.294
DCLG (Local Enterprise Partnership Funding)			0.125	0.125
Natural England	0.229		0.081	0.310
Environmental Agency			0.008	0.008
Total Environment & Economy	**4.049**	**0.264**	**0.244**	**4.557**
Total	**423.692**	**-68.795**	**0.373**	**355.270**

ITEM 7

STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE
25 FEBRUARY 2012

CORPORATE PLAN PERFORMANCE AND RISK MANAGEMENT REPORT FOR THE THIRD QUARTER 2012/13

Report by the County Council Management Team

1. Introduction

This report headlines the progress the Council has made toward the Corporate Plan priorities for the period between October to December 2012.

The progress, together with progress toward achieving our Business Strategy priorities (reported separately through the monthly financial and business strategy monitoring report) has been considered by the CCMT. Assurance has been given that, particularly through agreed corrective actions, good progress has been made in the third quarter.

As in the second quarter 2012/13 report, this report provides an update against all Corporate Plan priorities.

This report, together with any comments to note by the committee, will be presented to Cabinet on 19th March.

2. Key Issues

This report employs RAG ratings to provide a high level summary of quarterly performance/progress for each of our priorities for action. Using these ratings as a foundation, the following picture emerges:

- Overall performance is good against our priorities for action, with roughly two thirds rated green
- The significant majority of key corporate projects are progressing well and are on course to deliver on time
- The remaining third of priorities are all rated amber, and are being managed effectively with corrective actions in place
- None of our priorities for action are rated red.

3. Performance against our Corporate Plan Targets

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
World Class Economy	Local Enterprise Partnership	The skills needs assessment is aligned to meet LEP and business sector needs	The Skills Board continues to focus on its two priority areas for action; increasing employability skills amongst young people; and increasing the availability and uptake of training in Engineering & Manufacturing subjects.
		Increased number of investment enquires turning into investment opportunities	OCC is continuing to improve its detailed understanding of all the assets that Oxfordshire can offer to potential investors in terms of world class businesses, clusters of businesses, centres of knowledge and infrastructure. This detail is being provided to the UK Trade and Industry department to support a worldwide marketing strategy with the aspiration of attracting inward investment and indirectly future economic growth within Oxfordshire.
		The infrastructure plan reflects the LEP and business sector needs	The LEP is currently managing the second round of a fund from Central Government to help generate economic activity and help prioritise infrastructure needs (The Growing Places Fund); this latest round of funding has been successfully publicised and has received nearly £20m of bids that are currently being assessed.
		Year-end assessment Progress on how our contribution has enabled the partnership to provide visible leadership and act as a catalyst for growth	LEP has played a key role in helping prepare the Expression of Interest for the City Deal bid. The City Deal is a Government invitation for businesses and local authorities to seek devolved powers in exchange for responsibility for delivering growth locally. Government's initial response is expected in late February.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 27	Infrastructure	Deliver infrastructure framework - Districts charging schedules reflect OCC priorities and needs	The Spatial Planning & Infrastructure Partnership (SPIP) has now produced a local investment plan which includes the infrastructure framework and priorities.
		Capital programme priorities reflect the infrastructure framework priorities for growth	The County Council's Capital Investment Programme priorities have fed into the local investment plan
		Year-end assessment The OCC 2012/13 infrastructure priorities are reflected through the district charging schedules	The County Council has responded to Oxford City Council's preliminary draft charging schedule and will respond to the draft charging schedule which is expected in January 2013. The County Council are working with South Oxfordshire District Council and Cherwell District Council as they further develop the Community Infrastructure Levy charging. Discussions are continuing around infrastructure priorities with the remaining District Councils.
	Tackling transport priorities	Deliver priority transport schemes ○ Witney Transport solution ○ Thornhill Park & Ride extension (and new hospital bus services) ○ Hinksey Hill ○ Frideswide Square	Work began in January to provide 500 new parking spaces at Thornhill Park and Ride. The project will take around eight months to complete, with the new parking capacity opening in phases from late spring onwards. The project is part funded by the Government's Local Sustainable Transport Fund. The implementation of the improvements at Hinksey Hill and Kennington are due to start in late 2013, with completion in early 2014. A package of infrastructure is required to support the delivery of planned growth in Witney; this is being refined and will feed into the next stage of the Local Plan. The Department of Transport announcement of additional investment to undertake major redevelopment works to the station within the next 3 years, has led to the Frideswide Square programme being extended to reflect this.

Priority outcome		Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 28			Number of schemes delivered and percentage of funding spent through the Area Stewardship Fund	The Area Stewardship Fund continues to deliver local improvements.85% of the fund for 2012/13, has been allocated to schemes that have been delivered or are planned to deliver maintenance and improvement works across the 14 localities. Over 450 schemes have been delivered, including footway improvements, traffic management measures, minor maintenance work and preparations for winter conditions.
			Delivery of the highway maintenance programme as detailed in the Transport Asset Management Plan	The Transport Asset Management Plan as considered by Scrutiny and agreed by the Deputy Leader remains on track. The programme for 2013/2014 has been agreed by Cabinet.
			Year-end assessments Improvement in traffic flow around major pinch points	OCC has advised companies carrying out road works on the best network management measures to avoid disruption of the traffic flow.
			Year-end assessments Secure funding and investment for East-West rail	Government funding has been secured and was included in the rail announcement in July 2012. The announcement included confirmation that the route will be electrified and form part of a national 'electric spine'. This forms part of the government programme of delivery in the 2014-2019 period. The County Council has been requested to provide £500k towards development costs (these will form part of our local contributions towards the scheme); it continues to work with the rest of the consortium on securing the full local contributions over the life of the scheme.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 29	Broadband **G**	Establish the digital strategy for Oxfordshire	As reported in Q1 & Q2 the digital strategy has been converted into a project plan and local broadband plan, which has been signed off by the Department of Culture, Media and Sport (DCMS). This local broadband plan will receive £3.86M from DCMS at the point of contract agreement.
		Identify and contract with a Strategic Provider to improve broadband connectivity to priority areas	The procurement process is making good progress and the project plan remains on track, which indicates that will be in a position to sign the contract in the spring of 2013. A short list of bidders has been established and competitive dialogue sessions took place Q3 to determine a preferred partner to deliver the improved infrastructure. We now await a detailed solution from the supplier which is due late January 2013. Following a comprehensive review of the solution we will engage in further dialogue with the supplier.
		Year-end assessments Plan in place for OCC £14M investment	It is an expectation that before the end of the current fiscal year all supporting documentation and checkpoints will be complete, and the contract will be complete and awaiting cabinet approval. The OCC project team continue to work closely with BDUK, the supplier and other bodies e.g. DEFRA, to agree the best possible solution for the £14m OCC investment
		Year-end assessments Private sector matched funding secured	Whilst the extent of match funding will be determined as part of the negotiating process, conversations with other local authorities have indicated that private sector contributions have been sufficient to ensure the success of their broadband programmes.
	Skills Levels **A**	Improve percentage participation of young people aged 16-19 in education or training	For those in year 12-14 (aged 16-19), there are a significant proportion (47%) where their participation in education, employment in training or training is "not known". Measures are in place to address this, including the recruitment of a casual tracking team and the commissioning of Welfare Call to provide an intensive follow up service. The market of providers, able to offer suitable alternative training to young people (who would have otherwise chosen to not participate in education or training), grew in the last academic year by increasing the number of learning places through the OCC Adult Learning Services. New providers offering places this academic year had recruited 128 learners by November 2012.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 30		Increase the number of all age Apprenticeship starts in the county	The overall number of apprenticeship starts has increased by 26.7% for 2011/2012 with 4,370 starts.
		Reduce the percentage of Young People Not in education Employment or Training	The proportion of young people that are not in education, employment or training continues to reduce from 8.4% in September to 6.1% in December and in line with data for the same period in 2011. The underlying trend is to meet the annual target.
	Educational Attainment	Improved educational attainment at, o Key Stage 1) o Key Stage 2) o Key Stage 4)	Improvement in performance across key stage 1 and 2. Key stage 4 performance in Oxfordshire remained steady with Oxfordshire remaining below national averages. • Performance at Key stage 1 improved across all measures. Performance is now in line or above national levels, but below statistical neighbours. • Performance at KS2 was strong in 2012 both in terms of achievement and % making expected progress. All targets met or exceeded. Oxfordshire now above national average and in line with statistical neighbours. Performance in Oxford City which was historically poor has improved • Key Stage 4 performance remained steady in the year, following the national trend. The % achieving 5+ GCSEs including English and maths remains below national average and did not meet target. The proportion of children making expected progress in English is below the national figure and remains a concern. The proportion of children making expected progress in maths is above the national figure.
		Improved number of schools classified as good or better by 10%	Performance ratings of schools improved in the quarter with the number of schools rated as good or outstanding by Ofsted increasing by 10 to 185.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
		Year-end assessment Progress in implementation of the Education Strategy	Progress in implementing the Education Strategy remains on track. Positive response to the reading campaign.
Healthy and Thriving Communities	Implications of changes to the health service G	**Year-end assessments** Public Health move into OCC	Public Heath Transition to OCC is progressing to plan. Future location of the team has been confirmed and TUPE consultation with transferring staff is planned for Feb 2013. Details of the financial allocation were received at the end of Q3
		Year-end assessments Progress of new Health and Wellbeing board and new commissioning arrangements	The Health & Wellbeing Board will become statutory from April 2013 so an informal review of current practice has started. Performance is reported against all outcomes and is progressing well.
	Improve health outcomes G	**Year-end assessment** Measures as defined in the director of public health annual report	Recommendations for health improvement in the Director of Public Health Annual report (published in Nov 2011) had a range of completion dates in 2011-13. All recommendations due to be completed by Dec 2012 have been delivered.
	Demographic change G	**Year-end assessment** Changes to how day services are provided	Proposed changes to day services remains on track.
		Provision of extra care housing	Additional extra care housing units delivered as per plan.

Page 31

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 32	Breaking the cycle of deprivation (G)	**Year-end assessment** Progress as reported in the director of public health annual report	• Breaking the Cycle of Deprivation (BTCD) projects in the City and Banbury continue to deliver local initiatives • Links to the Thriving Families programme include co-location of staff • A new steering group has been set up in Oxford City to steer the local programme
	Protection and safeguarding (G)	**Adult Safeguarding** Increased proportion of people who use services who report they feel safe each year	The council takes part in a national survey to ask users of social care how safe they feel. This survey is run each February. In February 2012 68% of social care service users said that they 'felt as safe as I want' compared to 57% last year, which put Oxfordshire in the top quartile of all authorities nationally. The council has also, as part of a national survey, asked informal carers (family and friends who provide unpaid care to users and carers) how safe they feel. Over 90% reported no worries about their personal safety.
		Improved performance against the basket of priority safeguarding indicators	The number of people waiting for an assessment continues to drop in the year. Work continues to improve the speed in which people are assessed with additional staff being employed short term to reduce the waiting list. In the medium term we will simplify the process.
		Children's Safeguarding – improved performance against the basket of priority safeguarding indicators (these include Child protection processes, Improved outcomes for looked after children, Number of children in need)	Performance against the basket of priority children's safeguarding indicators (see measure for more details) remains on track.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 33		Attendances at emergencies* by a fire engine sent from the nearest fire station to be made within target response times (*not all incidents we attend are considered as emergencies)	The response target outcomes from the third quarter are both considered on target:
	Prevention A	**365** more people alive because of a reduction in deaths caused by accidental dwelling fires and road traffic collisions	Performance on 365 Alive remains ahead of target, demonstrating protection for the wider public. 325 more people are currently alive following this work, compared to a target of 243 at this point.
		Adults Delay and reduce the need for care and support through a basket of priority indicators	OCC are working with healthcare partners to improve performance in this area. The discharge to assess project is now in the pilot phase and resources are being focused on developing processes to ensure that improvements in performance of delayed transfers of care can be seen in the next quarter. The council commissioned a new reablement service from October 1, 2012. The contract pays on the number of people seen with a performance based bonus. Performance remains under the target for this service. The provider is actively recruiting staff to ensure more people can enter the service and performance is being actively monitored within the directorate. Delays which are the responsibility of Adult Social Care have fallen from 58 at the end of March 2012 to 28 at the end of December, but have risen slightly since last quarter. The overall number of delayed transfers of care has dropped by 43% since the end of March, but remains off target.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 34		Reduce the number of permanent admissions to residential and nursing care homes, per 1,000 population	Most people that are permanently admitted to care homes are admitted from hospital. The discharge to assess is also expected to reduce the number of admissions, and the council has set a target of fewer than 400 permanent admissions from October 2012.
		Children (Early Intervention Service) Improve outcomes for vulnerable children and young people and families with additional and complex needs (reported through the basket of priority indicators)	Performance improved in the quarter. Persistent absence rates for the Autumn Term are over target, but are lower than the corresponding term in the last academic year. These rates appear higher earlier in the academic year, but subsequently decrease as the academic year progresses. The Specialist NEET Service continues to target the most vulnerable NEET young people with workers located with the Hubs to ensure coherence. The number of first time entrants (10-17) in the criminal justice system increased in the quarter, but remains better than target.
	Personalisation G	Increase the proportion of people of who use services who have control over their daily life	The council takes part in a national survey to ask users how much control they have over their life. The survey has run for two years and in both years the proportion of in Oxfordshire who say they have control over their own lives has been in the top quartile.
		Improve overall satisfaction of people who use services with their care and support	Overall satisfaction as measured in the annual satisfaction survey rose by 3%.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 35		Improve performance on the basket of indicators to measure the personalisation of care	The council has the second highest proportion of people on direct payments in the country. A national target has been set that 70% of people who use social care should have a personal budget by April 2013. Oxfordshire has already hit this target.
	Road Safety **(G)**	Reduce the number of people killed or seriously injured on the roads	The number of those sustaining fatal or serious injuries has fallen from last year. 80 people sustained fatal or serious injuries in the period July to September 2012, in comparison with 83 people suffering such injuries in July to September 2011.
	Localism Act **(G)**	**Year-end assessment** Our response to implications of the Localism Act	Details of how communities in Oxfordshire can make use of the Community Right to Challenge are on the council's website with Right to Bid guidance to follow shortly. As the key regulations relating to the Act are now fully published the task in Q4 and beyond will be to continue to monitor its impact and provide further guidance as and when it is requested.
	Big Society **(G)**	Number of Community projects supported by the Big Society Fund	Since the launch in quarter 2 take up by councillors of their £10,000 community budget has been positive. Over 200 local projects have been supported to date. This represents 50% of the total budget. Councillors are being supported to allocate remaining funds.
Environment	Waste management **(A)**	Decrease the amount of waste sent to landfill	Waste sent to landfill has slightly increased during the year, in line with national trends. However, the county remains the best performing in the country, with a recycling rate over 60 per cent.
		Increase the amount of waste recycled and composting	In Q3 recycling and composting fell with a county wide rate of 61.2%. This decline has followed a national legislative change around what waste can be treated as recycling.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 36		**Year-end assessment** Progress on waste incinerator and household waste centres programme	Good progress continues to be made on the construction of the Ardley Energy from Waste facility by Autumn 2014. The household waste recycling centres implementation plan is currently under review. It is expected that this will be finalised in Autumn 2013 as part of the County Council budget setting process.
	Increase energy efficiency and reduce emissions A	Reduce corporate energy consumption level	During Q1 & Q2 an increase in our carbon emissions from all monitored sources of 1% has been reported, however our property carbon emissions have reduced by 3% this year. An overall 5% increase in our energy consumption has been reported; although we have decreased our electricity consumption by 11%, the cold weather this year has meant an increase in our gas consumption and this is reflected in our overall energy use.
		Secure increased quantity of renewable energy supply	OCC is proceeding with schools biomass boiler installations to replace old oil boilers such as at Marlborough school.
		Year-end assessment Progress update on reduction in the council's carbon footprint	This year OCC aims to achieve at least the minimum 3% year-on-year carbon reduction. Current projections of energy consumption show that OCC is on target when compared with the previous year.
	Protecting the environment and Effective management of natural resources	Minerals & waste strategy development reflects the needs of the county (progress against basket of process indicators)	The Council's new Minerals and Waste Strategy and the responses to it have been submitted to a government appointed inspector The inspector has identified a need for the review and updating of evidence documentation submitted in support of the plan. OCC has been in discussions with the Inspector and the Programme Officer on the timetable for the delivery of this work.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
	A (amber status)	Increase the number of volunteer days to support the rights of way network	Work continues around the Cotswolds and Chilterns supporting volunteer groups as they continue their practical improvement work. OCC partnerships continue with Natural England & the Trust for Oxfordshire's Environment to further increase public participation in the management and improvement of the Public Rights of Way network.
		Year-end assessment Outcome of the inspectors report to agree adoption and implementation of the M&W strategy (April 13)	This is likely to delay receipt of the inspector's report and the adoption and implementation of the Minerals and Waste Strategy.
Efficient Public Services	Delivering our savings target **G** (green status)	Achievement of budget savings agreed by Council Feb 2012	Directorates are on track to achieve their Business Strategies and £37.1m planned savings in 2012/13 are expected to be achieved.
	Improve our use of technology **G** (green status)	100% of office based staff will be able to work more flexibly through the use of more efficient communication tools	The County Council continues to rollout Windows 7/Office 2010 with 94% of upgrades completed. The remaining upgrades will take place after some challenging compatibility issues with the last few business critical specialist systems have been overcome. The deployment of Windows 7 & associated Microsoft Enterprise technologies continues to deliver improved technology across the Council. The underpinning software and services are now being configured and tested within ICT.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
	Moving more functions into Oxfordshire Customer Services	Percentage of main contact channels managed by the customer service centre	In Q2 and now in Q3 OCC is looking to review and rebuild some processes and service levels for new services areas, to improve customer experience further.
			The Customer Service Centre has over 50% of total calls to the Council. In Q3 there were over 80,000 contacts.
		Customers are satisfied or very satisfied with overall service for the customer services centre	A paper was presented to the Strategy and Partnership Scrutiny Committee on 17 January 2013 detailing customer service improvements that have been taken since September 2012. An experienced Interim Operations Manager is now in place to run the Centre and to ensure that further developments are not at the expense of frontline customer service.

A range of specific service improvements have also been implemented including:

- An online one stop shop for people with personal care budgets and for care providers
- Improvements to contact handling for Highways calls , quality and coordination
- Improvements to contact handling for concessionary fares
- A new on-line facility for concessionary fares applications launched in December

- Improvements to Blue Badge operations to reduce time taken and improve customer satisfaction.

From 1st November, the parent contact for School Admissions was brought within the Centre. This service has been delivered to a very high standard with excellent results. In this period, there were approximately 1800 calls – and less than 1% of these were 'unanswered'.

As in Q2, Q3 saw 92% of customers dealt with by the Customer Services Centre being satisfied with the service they received.

The number of callers who received a resolution on the first contact with the centre was 84%, above the target set of 80%.

Priority outcome	Priorities for action	Our measures of success are	Q3 Progress / Performance
Page 39	Rationalise our property and encourage the co-location of public sector services **G**	Reduce the cost of the property portfolio by 25% whilst using our property to deliver the Council's broader objectives and support service delivery	The Asset Rationalisation Programme met the Medium Term Financial Plan target for 2011/12. As part of this programme the Council released a number of properties in Oxford, Wallingford, Abingdon, Chipping Norton and Didcot from which savings are now being realised. Opportunities to realise further savings in the cost of the property portfolio will be taken over the course of the Medium Term Financial Plan as they arise to deliver the agreed level of savings. Longer term opportunities to further reduce the cost of the portfolio to 25% are being considered.
	Collaborative working **G**	**Year-end assessment** Progress in working with others to deliver services more effectively	In Q3 the council continued to work in partnership with Oxfordshire Voluntary and Community Action who provide infrastructure for the voluntary and community sector in Oxfordshire. The contract commenced on October 1st and now delivers leadership and support to facilitate a voluntary sector capable of sustaining long term service delivery and support to communities. The council also continued to provide a valuable role in the Oxfordshire Stronger Communities Alliance Partnership and works with members to develop a thriving and vibrant voluntary sector.
	Equalities **G**	**Year-end assessment** Meet the requirements of the Equality Act 2010	On track. We have produced the first annual progress report on our Equality Policy 2012-2017, setting how we achieved the actions we set for its first year

4. Risk Management

Risk Registers have been compiled for 2012/13 Quarter 3 and officers continue to manage high priority risks, in close consultation with the Audit Working Group.

RECOMMENDATION

5. The Cabinet is RECOMMENDED to note this report.

Contact Officer: Alexandra Bailey Research and Major Programmes Manager

February 2013

STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

25 February 2013

IMPROVED MEMBER ENGAGEMENT & STREAMLINED GOVERNANCE

Governance Review Further Details

Background

1. At its meeting on 17th January the Strategy & Partnerships Committee agreed the principles for the future development of governance and back bench member engagement following the May election.

2. The following proposals (based on a review led by a member working group) were agreed to be recommended to Cabinet and Council in March and April respectively:
   - Creation of task and finish Cabinet Advisory Groups
   - Creation of a standing Transport Advisory Panel
   - Streamlining of the overview and scrutiny function from 6 committees to 3 (Performance, Education and Health)
   - Abolition of the Democracy & Organisation Committee with the re-alignment of its functions to Council, the Remuneration Committee and Audit & Governance committee
   - Strengthening of engagement via Locality Working

3. This paper sets out further detail on how these new arrangements will operate.

Cabinet Advisory Groups

	Frequency	Membership	Chairman
Cabinet Advisory Group	Up to 5 groups per year Task and finish groups meeting as required depending on the topic / issue being discussed. Meetings could range from one day select committee style meetings to a longer term project.	Each group to involve no more than 7 members. Nominations via group leaders according to interest in the topic. Final membership agreed by Chairman.	Relevant Portfolio Holder

4. Cabinet Advisory Groups will primarily examine topics selected by Cabinet which align to corporate council priorities. This will enable back bench members to be more closely involved with issues of greatest importance to the council.

5. The Performance Scrutiny Committee will be able to recommend to Cabinet performance concerns that may benefit from a Cabinet Advisory Group. It will be up to the Cabinet to agree if a group should go ahead.

6. The Groups will be supported by officers from the relevant Directorate and a member of the Research & Major Programmes team. (In a similar arrangement to current support for scrutiny).

Transport Advisory Panel

	Frequency	Membership	Chairman
Transport Advisory Panel	At least six times a year.	12 members covering all 9 localities	Relevant Portfolio Holder

7. The Transport Advisory Panel will support the Cabinet member for transport with their delegated decision making. The 12 members of the panel will be nominated by group leaders who will have regard to the aim to create a geographical spread within the panel.

8. The Panel will also advise the Cabinet member on transport policy developments and ensure policies are developed with the needs of Oxfordshire's diverse communities in mind.

Overview and Scrutiny

	Frequency	Membership	Chairman
Overview and Scrutiny Meetings	Meet at least four times a year (with the ability to call more meetings if needed).	Education* - 7 OCC members plus 4 co-opted members. Performance - 10 OCC members HOSC - 7 members plus 5 District Council and 3 Co-opted members	Best person for the job regardless of party appointed by the Committee.

*Retention of the current provision on political proportionality. The number of Councillors may be adjusted to ensure that a group with an overall majority on the Council has a voting majority (when voting co-optees are counted)

9. The Education Overview and Scrutiny Committee will focus on the following areas:
   a. The work of the Education Transformation Board, (two way relationship with the Board which oversees the education strategy), including review of the annual report of the Board.
   b. Constructive challenge on performance issues. Education Transformation Board to highlight issues where the committee could support the improvement dialogue.
   c. Remaining OCC education functions (e.g. early years, Special Education Needs and school place planning.
   d. Regular review of progress / issues report from the School Organisation Stakeholder Group on admissions patterns and arrangements.

10. The Performance Overview and Scrutiny Committee will be linked to the Council's quarterly performance monitoring timeframes. It will focus on:
    a. Review of corporate performance and finance reporting
    b. Budget scrutiny
    c. Arrangements for any call – in will be led by this committee

11. The remit of the Health Overview and Scrutiny Committee will remain the same.

12. The proposals outlined create up to 71 places for councillors to participate in the scrutiny and cabinet advisory function. (There are currently 59 places within the scrutiny function).

Locality Working

13. As discussed in January the changes to electoral boundaries and the reduction in members requires the Council to reconsider its own locality boundaries (a map outlining the proposals is attached at appendix A).

14. Localities will continue to meet twice yearly and provide an opportunity for members to influence and comment upon local services and commissioning intentions.

15. Localities are not formal decision making bodies, and do not as a matter of course have specific resources allocated to them. However they provide an important avenue of influence for members and a forum in which local issues can be shared with officers.

Member Induction

A programme of member induction activities are being developed to help support members in effectively carrying out their role post-election. This will include opportunities to meet on a locality basis with relevant officers and receive briefings on current issues in the area.

Changes to other committees:

16. It is proposed to reduce the number of members on the Planning and Regulation Committee from the current 15 to 12. This reflects the reduction in members of the council overall. This change will not affect the remit or operation of the committee.
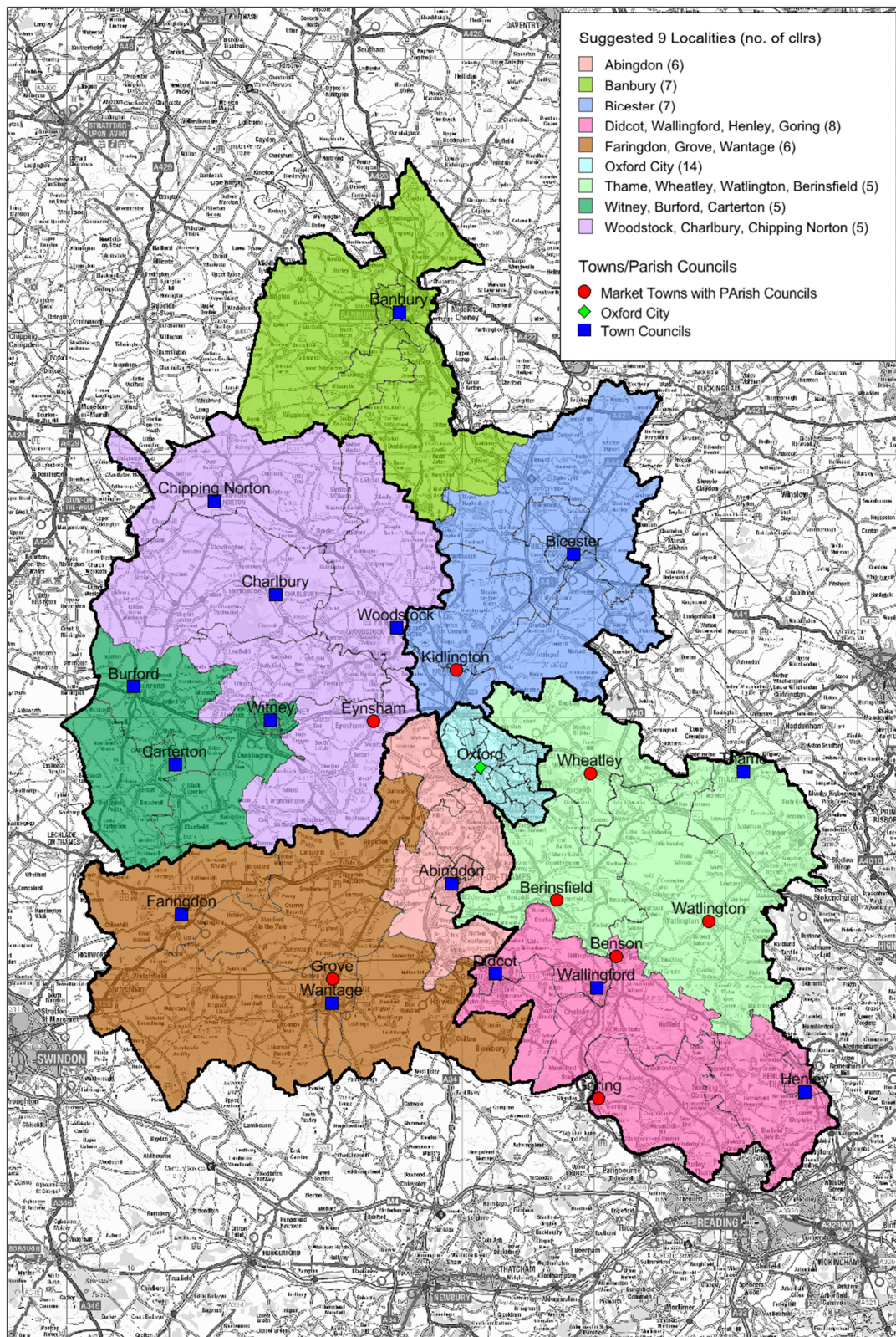
Recommendation

The Committee is asked to comment on and endorse the proposals outlined prior to Cabinet and Council.
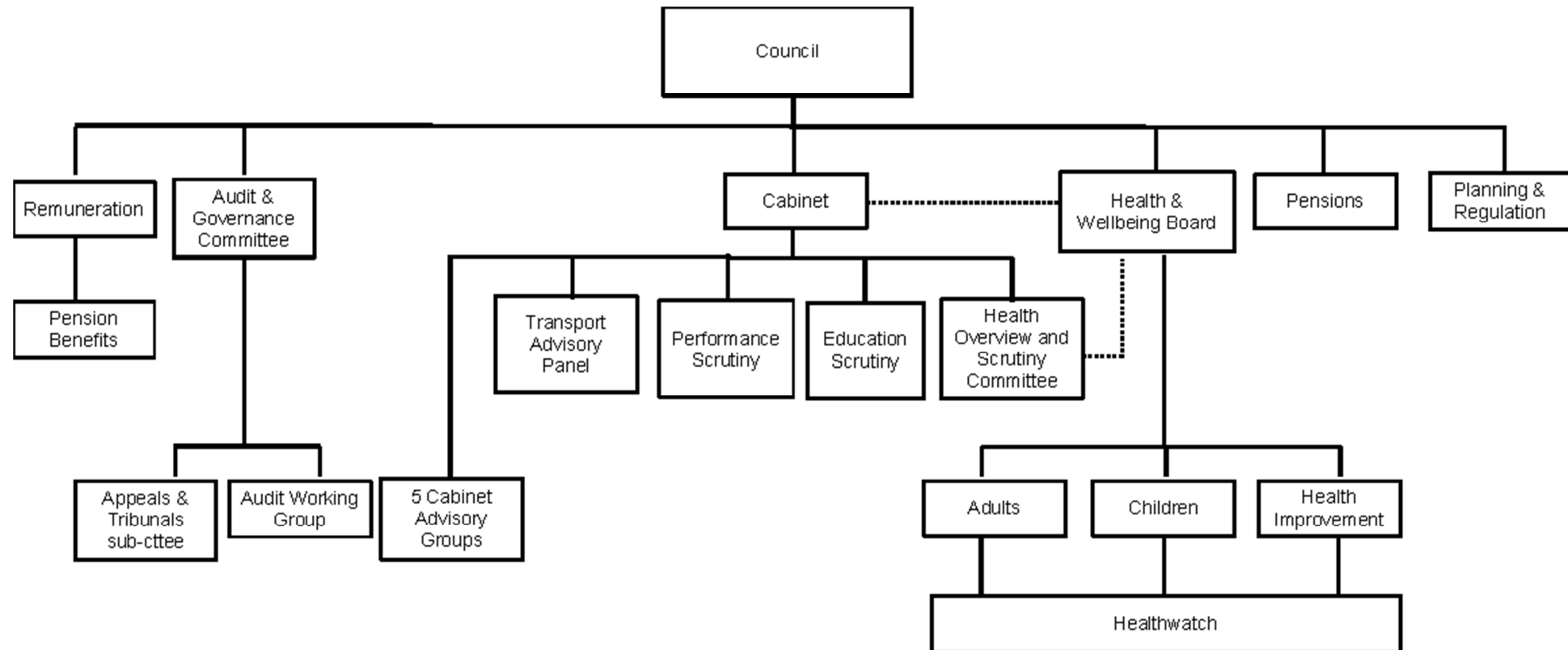
If supported the Constitution will be updated accordingly, with changes due to come into effect following the election.

Peter Clark & Alexandra Bailey
25 February 2013

Appendix A – Proposed Localities

Appendix B – PROPOSED GOVERNANCE MODEL

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**STRATEGY AND PARTNERSHIP SCRUTINY COMMITTEE
25 FEBRUARY 2013**

Strategic Corporate Asset Management Plan 2013/14 - Update

Report by Deputy Director Strategy & Infrastructure Planning
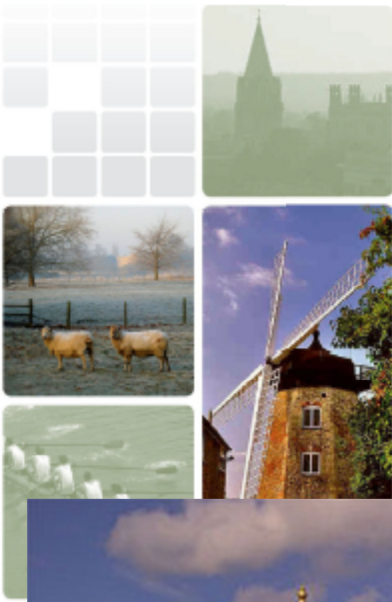
Background

1.   An updated version of the Strategic Corporate Asset Management Plan was agreed by Cabinet on 29th January 2013. The Plan is the high level corporate strategy which establishes the role of the Council's property assets in meeting strategic objectives and the business strategy.

2.   The plan is reviewed and updated on a regular basis to reflect changing priorities.

3.   The Committee will receive a presentation to update members on the changes made to the plan and to the Council's approach to asset management. Information on progress in relation to asset rationalisation will be included within the presentation.

4.   Officers will be happy to take questions on the presentation.

MARTIN TUGWELL
Deputy Director STRATEGY & INFRASTRUCTURE PLANNING

FEBRUARY 2013

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OXFORDSHIRE COUNTY COUNCIL

Strategic Corporate
Asset Management Plan
2013 / 2014

carillion **CAPITA SYMONDS** **OXFORDSHIRE COUNTY COUNCIL**

Property & Facilities, Cuffas Lea House, 3500 John Smith Drive, Oxford Business Park South, OXFORD OX4 2WB
Helpdesk number: 0808 156 6659   Helpdesk email: property.helpdesk@oxfordshire.gov.uk

CCS Document Control Sheet

Project Title   Asset Management Plan

Report Title

Revision   2.0

Status   Final for Cabinet

Control Date   16th January 2013

Record of Issue

Issue	Status	Author	Date	Check	Date	Authorised	Date
1.0	Draft	Kevin Shutter/Jonathan Clapton	29/11/12	Jonathan Clapton	30/11/12	Mike Salter	04/12/12
1.1	Draft	Kevin Shutter/Jonathan Clapton	14/12/12	Jonathan Clapton	14/12/12	Mike Salter	14/12/12
1.2	Draft	Kevin Shutter/Jonathan Clapton	21/12/12	Jonathan Clapton	21/12/12	Mike Salter	21/12/12
2.0	Draft	Kevin Shutter/Jonathan Clapton	16/01/13	Jonathan Clapton	16/01/13	Mike Salter	16/01/13

Organisation	Contact	Copies

Contents

9.0   **Conclusion**

1.0 Purpose

1.1 The Asset Management Plan (AMP) is the high level corporate strategy, approved by Cabinet, which establishes the role of the Council's property assets in meeting strategic objectives and the business strategy. The strategy is driven by corporate and service objectives.

1.2 The purpose of the AMP is to:

- Give an overview of the Council's strategic direction and objectives and the implications this has for its property;
- Describe how property needs to change and be used to help achieve those objectives;
- Describe the objectives for property that arise from this and the strategy for each service area
- Set out the action to be taken, at a high level;
- Provide a clear statement of the Council's approach to its property.

1.3 The Council's property is changing significantly in terms of its size, composition, use and cost in response to changes in the size of the organisation and the way services are delivered. The principles set out in the plan form the basis on which implementation plans will be developed.

1.4 This year's review of the plan proposes a continued shift in priorities from holding property to delivering our services, and ensuring our approach to property delivers broader objectives of the Council. The plan will continue to be reviewed and updated on a regular basis.

1.5 The benefits of good asset management are clearly set out in best practice guidance. Land and buildings are the slowest of all strategic resources to respond to change, due to legal, financial, construction, organisational and development constraints and therefore it is necessary to plan for change in a systematic, long term way. Incremental change will not be sufficient as it cannot respond to the challenges of delivering service transformation and delivery of community objectives. The AMP provides the strategic context in which to deliver a structured and programmed approach to change in assets.

1.6 The Asset Management Plan considers the 4 year period from 2013/14 to 2016/17 to allow forward planning and integration with the Council's Business Strategy, Service and Resource Planning process and Medium Term Financial Plan. It also considers longer term business drivers and asset needs.

2.0 About Oxfordshire

2.1 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 built and natural environment and thriving economy. It is a county alive with enterprise, learning and history and has become internationally renowned as a place of architectural and natural beauty, a centre of excellence for higher education, research and innovation and a designated European Centre of Culture.

2.2 The county includes three areas of outstanding natural beauty: the Cotswolds, the Chilterns and the North Wessex Downs and is crossed by the River Thames and its tributaries. The internationally famous city of Oxford is surrounded by numerous historic towns and villages set in beautiful countryside. Oxfordshire is at the north-western edge of the South East region and, with its central location in England, has strong links to London and the Midlands, as well as west to the Cotswolds and along the M4 corridor.

- 87% of residents regard the county as a good place to live (Place Survey 2008/09).
- The population is healthier and more prosperous than most other areas.
- The economy contributes £15.4 billion to the national economy and has considerable scope for further growth, boosted by the recent announcement of a 92 hectare enterprise zone in the Science Vale area in the south of the county.
- Unemployment is amongst the lowest in the country, with fewer than 2% of residents claiming job seekers allowance (December 2011).
- Residents and businesses benefit from the county's position at the heart of the UK rail and road transport network.

2.3 As well as these positives Oxfordshire faces a number of significant challenges:

- More than 30% of the county's workforce is currently employed in the public sector, making it particularly vulnerable to the impact of budget cuts.
- Housing availability and affordability remains a problem.
- There are pockets of significant deprivation, with 18 local areas in the county within the 20% most deprived in England.
- Educational attainment at GCSE level is below the regional and national averages and 6% of 16-18 year olds are not in employment, education or training. These factors contribute to the skills gap experienced by around one in five employers in Oxfordshire.
- Positive improvements in life expectancy mean the County has a growing older population; the number of residents aged over 85 is predicted to more than double by 2033, presenting challenges to service delivery.

2.4 Oxfordshire's economy has sustained continued growth and stability over an extended period and is recognised as an economic powerhouse within the South East and UK and also on the world stage. It has an exceptional concentration of research and development (7.9% of the workforce compared with 2.9% for the South East) with world renowned establishments such as the

critical triangle of universities, hospitals and medical research leading to high technology spin offs, and the Diamond Synchrotron on the Harwell Science and Innovation Campus. The county as a whole has strong sectors in tourism, motorsports, and publishing industries.

2.5   As global competition intensifies, maintaining growth and prosperity becomes more and more challenging and there is a need to focus on economic regeneration – particularly:

- Urban renaissance of Oxford's West End.
- Supporting delivery of Science Vale UK (in southern Oxfordshire) as an international centre for innovation and enterprise, focussed on Harwell science and innovation campus, Milton Park, Culham, Didcot and Grove.
- Developing the Bicester economy with greater emphasis on a high value, high wage, and high tech economy to keep pace with planned housing growth.
- Developing the Banbury economy by attracting mid and high-tech industries.

2.6   Economic and population growth poses challenges for the Council's asset base and there is a need to ensure that Council's property continues to meet the requirements of growing populations and contributes where possible to objectives for regeneration.

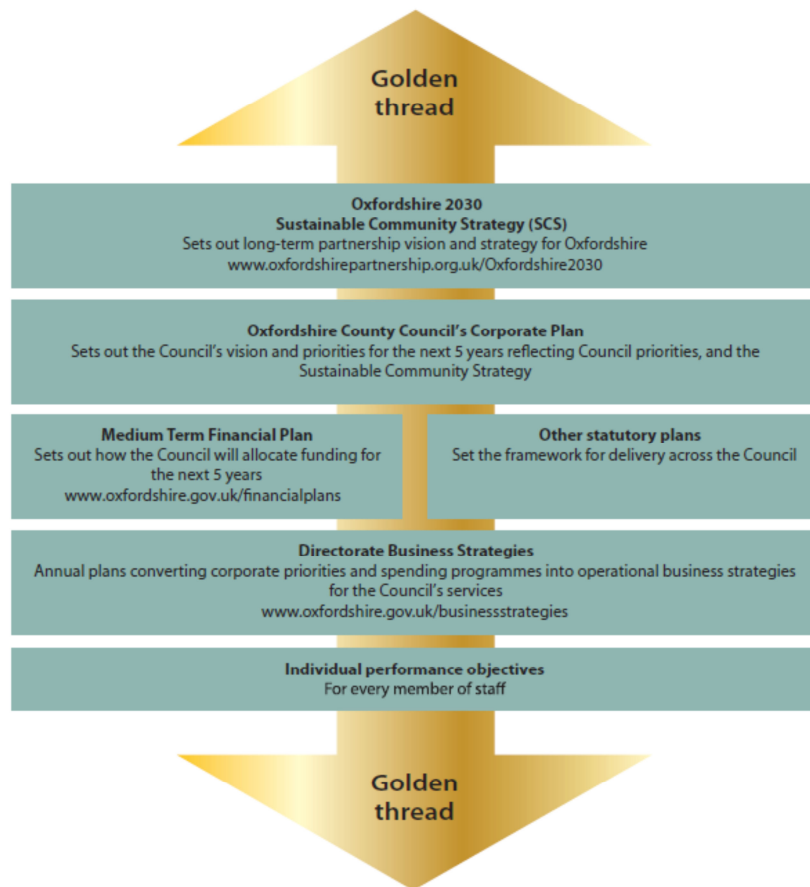# 3.0   Oxfordshire County Council Corporate Plan 2012/13–2016/17

3.1   Thriving Oxfordshire

3.1.1   Oxfordshire County Council has an overall objective for a Thriving Oxfordshire. This means having fulfilled people, vibrant and active communities, and a great place; maximising economic growth whilst ensuring that the fruits of growth are enjoyed by all parts of our community and minimising any negative impact on our environment.

3.2   The Golden Thread

3.2.1   The Council's corporate objectives fit into the 'golden thread' as shown below which links all of the Council's work from top level objectives through to service delivery and ensures that the Council has a co-ordinated approach to the challenges it faces. The Council's strategic objectives continue to be consistent with Oxfordshire 2030, the county's long term plan which was developed with partners in 2008. Despite very significant changes to the financial and policy environment that the Council and its local partners face, they remain committed to working together to deliver the longer term ambitions for Oxfordshire.

3.2.2

Golden thread

Oxfordshire 2030
Sustainable Community Strategy (SCS)
Sets out long-term partnership vision and strategy for Oxfordshire
www.oxfordshirepartnership.org.uk/Oxfordshire2030

Oxfordshire County Council's Corporate Plan
Sets out the Council's vision and priorities for the next 5 years reflecting Council priorities, and the Sustainable Community Strategy

Medium Term Financial Plan
Sets out how the Council will allocate funding for the next 5 years
www.oxfordshire.gov.uk/financialplans

Other statutory plans
Set the framework for delivery across the Council

Directorate Business Strategies
Annual plans converting corporate priorities and spending programmes into operational business strategies for the Council's services
www.oxfordshire.gov.uk/businessstrategies

Individual performance objectives
For every member of staff

Golden thread

3.3 Key Issues

3.3.1 The Corporate Plan sets out the Key Issues to be addressed from April 2012:

- "We will continue to protect front line staff, in particular in those core services that support and protect the most vulnerable residents in Oxfordshire."

- "We will achieve further savings of £37m in 2012/13."

- "We will implement national policy changes that affect the Council and our key partners." These include the following:

Localism Act 2011 – a range of measures to support decentralisation including new community rights, reforms to planning processes and empowerment of local government and local communities.

Open Public Services – sets out the government's intention to increase choice, decentralise power, diversify public service provision and increase accountability and transparency.

Local Government Resource Review – will lead to major changes to the way in which local authorities are funded, including some element of local retention of business rates (rather than the current system of formula grants based on

Page 56

population and need). This puts economic growth at the heart of securing quality public services in future.

Schools – current government policy places increasing emphasis upon school autonomy, through Free Schools and Academies, and a more specific role for local authorities in supporting those most in need, thereby changing the relationship between the Council and local schools.

Strategic National Planning framework – the Council will take a local leadership role to align funding streams and deliver priority outcomes for Oxfordshire.

Health and Social Care Bill – from April 2012 all upper tier authorities are required to lead a new statutory Health and Wellbeing Board to develop a local Health and Wellbeing Strategy and co-ordinate the commissioning of public health, clinical and social care. In addition public health functions will transfer to local authorities in 2013, with shadow funding allocations made in 2012. A Social Care Reform White Paper is expected in Spring 2012. This is likely to have significant implications for the way in which social care services are funded in future and respond to the recommendations of the Dilnot Review.

Police and Social Responsibility Act 2011 – establishes the role of a Police and Crime Commissioner for each Police Authority area and the subsequent abolition of Police Authorities. Police and Crime Commissioners will allocate local community safety funding which had previously been provided direct to the Council."

3.3.2   To deliver a Thriving Oxfordshire the Council is working towards the following strategic objectives:

Thriving Oxfordshire		
World Class Economy	Healthy and Thriving Communities	Enhancing the Environment
Efficient Public Services		

3.4   Financial Context

3.4.1   The current economic conditions place higher demand on public services and have significant implications on capital and revenue resources. The council has already experienced a sharp reduction in the value of capital receipts as well as delays in delivery of the disposal programme. The Council is receiving significantly less settlement from central government from 2011/12 onwards.

3.4.2   This makes the effective use of the Council's assets and limited capital resources of critical importance.

3.5   How do our Assets need to Change?

3.5.1   The Council's strategic objectives, overall theme of breaking the cycle of deprivation and Business Strategy mean that the asset base will need to change significantly to support delivery of those objectives. The broad asset implications of the objectives are shown below:

3.5.2   **Efficient Public Services**
- The cost and size of our assets will be significantly reduced;

- The amount of maintenance that can be carried out will reduce and available funding must be used to support the Business Strategy;

- Property assets must be treated as a corporate and community resource and their future planned with our partners;

- Investment will need to be focussed on priority services and joint asset planning with partners.

3.5.3   **World Class Economy**
- Infrastructure will need to be provided for growth areas;

- Sufficient school pupil places will need to be provided.

3.5.4   **Healthy and Thriving Communities**
- Changes to the provision of adult social care will mean changes to the property estate;

- Encouraging community self-help through joint and community use of assets;

- The need to improve health and well-being will require more effective working and co-location with our partners.

3.5.5   **Environment and Climate Change**
- The environmental impact of our property will need to be reduced and the estate be made more resilient to climate change to minimise impacts on services and reduce costs;

- Appropriate facilities for recycling and waste disposal will be required.

4.0 Property Objectives

4.1 The following property objectives for 2013/14 onwards reflect changing corporate priorities in relation to asset management for the County Council:

1. **Reduce the cost of the property portfolio by 25% in line with Medium Term Financial Plan savings targets for future years.**
   Actions:
   A   Deliver the Asset Rationalisation Programme to the end of 2014/15
   B   Deliver savings on property costs in line with the MTFP over the same period.
   C   Identify opportunities for additional savings through Locality Reviews and working with partners.
   D   Introduce a Corporate Agile Working policy to enable additional rationalisation opportunities to be realised beyond 2014/15

2. **Put in place property that is fit for purpose and is aligned and supports corporate priorities and service business strategies.**
   Actions:
   A   Identify and programme priority repair and maintenance requirements.
   B   Allocate capital resources to bring forward schemes to address priority needs
   C   Maximise utilisation of all property assets.

3. **Increase co-location of services and sharing with partner and community organisations within localities to improve service delivery, reduce costs and achieve broader corporate objectives.**
   Actions:
   A   Lead on the Oxfordshire Collaborative Asset Management Group.
   B   Undertake ongoing programme of Locality Reviews.

4. **Use surplus property assets to contribute towards corporate objectives for regeneration in the County.**
   Actions:

   A   Identify potential surplus property assets through the asset rationalisation and disposal programmes
   B   Explore potential regeneration or redevelopment opportunities in priority locations

5. **In working with others to realise opportunities for regeneration, if it is required, explore capital investment opportunities, including potential acquisitions, where a robust business case demonstrates there are benefits to the County Council.**
   Actions:
   A   Consider any site assembly opportunities to generate a subsequent enhanced disposal.

B Work with partners to explore alternative and more beneficial uses for existing property assets including potential Local Asset Backed Vehicle arrangements.

6. **Maintain energy costs at 2010/11 levels as far as is cost-effective, whilst meeting Government carbon budgets through investment in energy efficiency and renewable energy measures.**
    Actions:

    A Develop and implement a 'whole building' programme of energy investments across the estate
    B Embed a set of low energy behaviours across the organisation
    C Provide targeted feed-back to building users to help them manage energy use effectively day-to-day

The actions taken to meet the above objectives will be monitored annually.

5.0   Organisational Arrangements

5.1   Governance

5.1.1   The governance structure for asset management comprises the Capital & Asset Programme Board (CAPB) reporting into the County Council Management Team. The governance assists with:

- Changing the culture and approach to asset management to achieve a Corporate Landlord approach
- Improving planning of capital investment
- Making more effective use of assets
- Enhanced cross-service working
- Improved working and asset sharing with partners

5.1.2   The role of Cabinet is to set the agenda for capital investment and asset planning, to put in place the next generation of infrastructure and to deal with the asset implications as part of the Budget setting process.

5.1.3   The role of the Capital & Asset Programme Board is to provide a single point of contact for all capital and asset matters, to ensure development and delivery of the asset strategy, enhance cross-service and organisation working, develop a programme of strategic capital investment and to provide officer leadership and challenge. It acts as the Programme Board for the Asset Strategy Implementation Programme.

5.2 **Carillion / Capita Symonds Partnership**

5.2.1 The Council has appointed Carillion as its partner in providing a range of property and facilities management services over a 10-year period from 2012, with an option to extend the contract for a further 10 years based on performance. This contract will save the County Council £550,000 per year and support the delivery of the Property Policy Objectives outlined above. The partnership is the delivery mechanism for the Asset Management Plan.

5.2.2 The contract has the flexibility to serve other local public bodies within Oxfordshire and the surrounding regions through a framework agreement. There is a strong commitment to improve quality by developing the skills of the people at the frontline of service delivery and by transforming the structures of service delivery, in doing so building resilience within council services to protect against future risks and build flexibility to take opportunities.

5.2.3 The services include those previously provided by Oxfordshire County Council's in-house schools catering business (Food with Thought) and in-house cleaning service (Quest Cleaning Services). Carillion also provide property management, facilities management, energy and resource management, and capital works services, and has appointed Capita Symonds as a key sub-consultant to deliver Strategic Asset Management, Estates Management and Multi-disciplinary Design Services.

5.2.4 The contract includes a Framework Agreement which Participating Bodies can procure similar services from Carillion for their own estates. Participating bodies include health and public sector organisations, the district councils, schools (including academies) and further education colleges across Oxfordshire. The contract provides a single point of contact for our customers, a reduction in duplication, and an efficient and effective approach to service delivery.

6.0 The Council's Property Portfolio

6.1 Overview

6.1.1 The Council's property portfolio comprises approximately 830 operational properties.

6.1.2 The property portfolio has an asset value of approximately of £998 million as at 1st April 2012.

Property Category	Value (£'000)
Operational (Other land and buildings)	989,471
Non-operational - Investment	4,521
Non-operational – Surplus/Vacant	3,997
Total Asset Value	**997,989**

6.1.3   The main property types are as follows:

- secondary schools
- primary schools
- special schools
- offices
- fire stations
- libraries
- museums

- day centres
- highway depots
- staff houses
- children's centres
- early intervention hubs
- waste recycling centres
- Homes for older people

6.1.4   The Council makes significant investment in the portfolio each year, through the capital programme and the repairs and maintenance programme. This has achieved improvement in schools, offices, children's centres and early intervention hubs over the last five years.   Historically the Council has identified that 45% of the portfolio was fully fit for purpose and there was a maintenance backlog of £77m in 2008/09. The challenge is to reduce the size of the portfolio and reconfigure it in a strategically driven, affordable way and enables and facilitates change to meet the Council's objectives.

6.2   Condition

6.2.1   A comprehensive condition survey of all properties for which the Council has repairs and maintenance responsibility was undertaken at the start of the new Property & Facilities contract. The surveys were undertaken between May and October 2012 to form a baseline to enable the Council plan future investment in the estate. Required maintenance was last assessed in 2008/09 when the total was estimated at £77m. The latest condition survey data is comprehensive and up to date, and will enable the Council to make informed decisions about the estate and plan future programmes of work.

6.2.2   The recent condition survey results have identified total required maintenance of £65.8m (inclusive of schools delegated items), £23.9m of which is within the top two priority categories of urgent or essential works necessary within 2 years.

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6.2.3   Several factors have influenced the required maintenance position since 2008/09. These include:

- A reduction in the size of the estate resulting from the on-going disposal programme and asset rationalisation programme, and from academy conversions, which transfer repairs and maintenance responsibility to the academies under 125 year leases. 19 out of 34 secondary schools, and 6 out of 232 primary schools, had converted to academies by the end of 2012.

- Continued investment in the estate since 2008/09, including prudential borrowing and School Structural Maintenance grant.

- Changes in construction price indices

- Robustness of the 2008/09 condition survey data undertaken as a 5 year rolling programme resulting in a significant proportion of the survey data being out of date at any particular time.

6.2.4   The latest required maintenance position allows for current prices and is inclusive of fees and construction overheads. Condition survey data will in future be adjusted annually to current price base in accordance with appropriate indexation and other adjustments.

6.2.5   The condition survey data will be used to inform the development of an implementation plan, prioritising urgent/essential work as part of the annual repairs and maintenance and School Structural Maintenance programmes for 2013/14 and beyond.

7.0   Implementation

7.1   Corporate Landlord

7.1.1   The Council has adopted a Corporate Landlord model for the management of its property assets through the Property & Facilities partnership. This is defined as:

- Strategic, corporate and coordinated planning and delivery of property
- Early and effective engagement with services on service strategy
- Property decisions informed by real time data on cost, use and quality of assets
- Premises budgets held and managed by Property & Facilities

- Making best use of property across Oxfordshire
- It is an approach (backed by policy, process, communication and stakeholder engagement) - but also a culture

7.1.2   The directorates and services therefore become Notional Tenants and make use of the property in delivering a service. There are specific responsibilities that fall to both Corporate Landlord and Notional Tenant, depending on the nature of the asset and the service.

7.1.3   A Corporate Landlord Service Level Agreement (SLA) has been developed that clearly sets out the roles and responsibilities of the Corporate Landlord and building occupiers. This will be kept under review to ensure it reflects current arrangements.

7.2   Asset Rationalisation

7.2.1   The Medium Term Financial Plan savings for property to the end of 2014/15 are being delivered through the Asset Rationalisation Programme. The critical lease surrenders within this MTFP period are at Clarendon House, Oxford, and Windrush Court, Abingdon, both in June 2014. These properties will be vacated in line with those lease timescales, with staff accommodated within the retained estate through more efficient and effective use of office space and the implementation of an agile working policy.

7.2.2   Additional savings beyond the MTFP period are likely to arise from the implementation of a corporate agile working policy ensuring office space is minimised and that other significant lease surrenders can be realised beyond 2014/15. Locality reviews will also lead to other opportunities for rationalisation of the estate.

7.2.3   Beyond the current Asset Rationalisation Programme, the opportunity to surrender leases in future years provides a need for a medium-long term office strategy.

7.2.4   The Council's office strategy will be based on the following principles:

- *Minimising the size of our office portfolio* – ensuring that space requirements take account of a smaller organisation, whose staff work in a more agile way supported by technological improvements

- *Co-location of staff and services* – proactively realising opportunities to co-locate with the districts, the health sector and other public sector bodies

- *Using investment in the office portfolio to support the local economy –* where there is an identifiable need for investment ensuring that it supports wider economic growth priorities

7.2.5   The office model for Oxfordshire will comprise the following office hubs, supported by the Early Intervention Hubs:

- *A northern office hub –* based at Samuelson House in Banbury, but working with partners to explore opportunities for co-location of services as part of wider proposals for the regeneration of Banbury

- *A southern office hub –* initially based around the existing location in Abingdon but potentially working with partners to explore opportunities that support shared ambitions for economic growth

- *A central office hub –* based around presence in Oxford, with a balance between presence in the city centre and other locations across the City, including the eastern side as well as potentially the west end.

7.2.6   It is anticipated that there will continue to be a need for a satellite office to serve the west of the county in Witney.

7.2.7   It is anticipated that Graham Hill House in Oxford (Trading Standards) and Signal Court in Eynsham (Countryside Services) are retained as specialist offices due to service requirements for adjoining warehouse/workshop accommodation and recent capital investment.

7.3   Agile Working

7.3.1   The development and implementation of a corporate agile working policy will provide clarity on the likely size of the organisation in the future and the extent to which changes in work styles and co-location will impact on office requirements. This work will inform the medium-long term vision for the office estate and those offices that are retained or disposed of.

7.4   Disposals

7.4.1   Land and property assets held by the Council will be considered for disposal as surplus to requirements if all of the following statements apply:

- The asset no longer makes a positive contribution to the delivery of Council services.

- The asset has no potential to contribute to regeneration and/or redevelopment.

- An alternative site can provide more cost effective and/or efficient service delivery.

- There is no adopted and resourced Council plan/policy/strategy, which will bring the asset into beneficial use in the foreseeable future.

- There is no potential for advantageous shared use with partners.

7.4.2   The Council is required to achieve the 'best consideration reasonably obtainable' when it is disposing of land or buildings under s.123 Local Government Act 1972. If it seeks to dispose of land or buildings below the market value, it must obtain the consent of the Secretary of State for Communities and Local Government.

7.4.3   However, the Council (having regard to the Crichel Down rules whereby property must in certain circumstances first be offered back to the original owners) will use its powers under the General Disposal Consent 2003 to transfer land at less than its market value, without the need to seek specific permission from the Secretary of State, provided that:

a) The purpose for which the land is to be transferred is likely to contribute to the 'promotion or improvement' of the economic, social or environmental well-being of the area; and

b) The difference between the market value for the land and the actual price paid for the disposal (if any) is not more than £2m (also providing that the reduction in price does not breach State Aid Rules)

7.5   Acquisitions

7.5.1   Land and property asset interests will only be considered for acquisition if the following circumstances apply:

- The acquisition will make a positive contribution to the current delivery of Council services.

- All other methods for the delivery of the service (including use of existing property and co-location with partners) have been investigated and an option appraisal has been undertaken which highlights acquisition as the most economic and efficient means of service delivery.

- The acquisition of the interest has potential for future strategic regeneration and/or redevelopment, or contributes to wider corporate objectives and appropriate funding has been identified.

7.6 Working with public sector partner organisations

7.6.1 The Council will pursue opportunities for efficient and effective collective use of the wider public sector estate through locality reviews and the Oxfordshire Collaborative Asset Management Group.

7.6.2 The Council supports the principles of CIPFA's ONE Public Estate and place-based asset management and will adopt such an approach across Oxfordshire.

7.6.3 The Council will pursue more informal, less adversarial and less resource intensive property occupation arrangements with partners (licence agreements, Memorandums of Understanding, £/desk occupation charges), and is developing a *Sharing Occupation with Partners Policy*.

7.6.4 The Council will share property asset information with partners to enable strategic asset management of the public estate

7.7 Development/Regeneration

7.7.1 In certain cases the Council will hold land and property assets, sometimes for long periods, in anticipation of potential benefit to be secured through a development or a wider regeneration proposal.

7.7.2 Where appropriate, the Council will use its surplus land and property assets to contribute towards corporate objectives for regeneration in the County when opportunities arise

7.7.3 The Council will pursue public/private property initiatives, including Local Asset Backed Vehicles, where there is a robust business case for doing so and where the scheme will contribute significantly to corporate objectives for regeneration in a particular locality

7.8 Community Asset Transfer

7.8.1 The Council is committed to localism and the 'big society' agenda and recognises the importance of providing support to voluntary organisations that provide services to the community which are compatible with the Council's wider objectives

7.8.2 The Council will consider the disposal of land and property assets in accordance with the Community Right to Bid provisions of the Localism Act whereby community groups will be given the opportunity to develop a proposal and

raise capital to bid for an "asset of community interest" when it comes to the open market

7.8.3   In addition to the Community Right to Bid, community interest in the transfer of property assets will be considered and assets made available for transfer unless one of the following principles applies:

a)   Property revenue savings or capital receipts from the property are needed to contribute to Council savings or to ensure the continued provision of front line Council services;

b)   There is another Council, partner co-location or school need for the property which would be difficult to meet in any other way;

c)   Grant conditions for capital expenditure on the property prevent the asset being transferred or a change of use within a specified timescale.

7.8.4   Once it has been decided that an asset can be made available, the Council will transfer the asset to the community/voluntary organisation on terms to be agreed, if:

a)   There is no other local building from which the community/voluntary organisation could reasonably provide the same service;

b)   The proposal is financially viable and sustainable;

c)   The proposal represents good value, taking into account the expected community benefits; and

d)   The proposal as a whole, and in particular the loss of a potential capital receipt due to a discounted sale price, is affordable.

7.8.5   The Council will consider proposals from community and or voluntary organisations for either leasing an asset or for purchasing a freehold interest.

7.8.6   The Council's detailed policy on community asset transfer is contained in the Cabinet approved *Community Asset Transfer Policy*.

7.9   Academy transfers

7.9.1   The Council will transfer education land to Academies under 125 year leases at a peppercorn rent, consistent with the Academies Act 2010. The lease transfers all repairs and maintenance and statutory compliance responsibilities to the Academy.

7.9.2   The Academies Act 2010 includes clear expectations that Academies should have a long leasehold interest unless the predecessor school held the freehold.

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A "two stage" conversion (Foundation and then Academy) could enable an Academy to obtain the freehold of the school site and is considered against the intentions of the Act. Therefore two stage conversions will be refused by the Council

7.9.3   Where other Council services (e.g. Libraries, Children's' Centres, Adult Learning, Hearing Impairment, Autism and other Special School services) form an integral part of the school, the Council's ability to continue to provide these services will be secured by taking a 125 year "lease-back" at a peppercorn rent (paying a fair proportion of utilities and maintenance costs)

7.9.4   The Council's detailed policy on academy transfer is contained in the *Academy Transfer Policy*.

7.10   Investment portfolio

7.10.1   The Council will pursue opportunities for capital investment in surplus property to provide an income stream or enhance capital value, subject to a robust and approved business case

7.10.2   The Council will consider strategic acquisition of investment property subject to the development of a robust business case

7.10.3   The Council will be willing to hold a longer-term vision for use of capital funding in support of the above

7.10.4   The Council will explore opportunities to generate additional income from its property portfolio of land and buildings, having regards to the community and neighbouring landowners, which will include:

- Telecoms and Wayleaves etc.
- Wind turbines/solar arrays/renewable energy sources
- Advertising

7.11   Energy Management

7.11.1   The Council will develop and implement an energy investment programme to meet its energy and carbon objectives

7.11.2   In general, when making decisions about the management of its property, the Council will seek to minimise energy consumption, both in its buildings and in travel to and from the buildings. It will also search for opportunities to invest in energy generation projects (for example electricity and heat) both to deliver a financial return and to contribute to the local economy.

7.11.3   The Council follows the principles of ISO50001 *Energy Management Systems* to define and implement its detailed energy policies and processes.

7.12   Resilience

7.12.1   The Council maintains a Climate Adaptation plan to manage its exposure to climate risks, such as flooding and over-heating. In general, when making decisions about the management of its property, it will seek to increase the resilience of the estate.

8.0   Service Delivery – Asset Implications

8.1   Registration Service

8.1.1   The Oxfordshire District Registration Office is currently based in Tidmarsh Lane in Oxford and serves the whole County. The service has other registration offices and ceremony rooms in Wheatley, Henley, Abingdon, Banbury, Didcot, Witney and Bicester. These locations provide a good geographical spread across the County and include considerable interaction with the District Councils

8.1.2   The current model for delivery of registration services across the county is appropriate and cost effective at the present time.

8.2   Coroners Service

8.2.1   The Oxfordshire Coroner is also based in the Oxford Register Office, however the Coroners Court is accommodated within County Hall where it is anticipated it will remain. It is the duty of Coroners to investigate deaths which are reported to them and this can result in an Inquest being held.

8.2.2   The service in Oxfordshire has had to make provision for the military repatriations from abroad but otherwise no significant changes in the service are anticipated.

8.2.3   The Coalition Government is considering a proposal to require Local Authorities to appoint Medical Examiners to examine all causes of death that have occurred within the County. As the precise terms, remit and cost of this is not fully known, no provision can be made in the Asset Management Plan.

8.3   Library Service

8.3.1 The Council has a statutory duty to provide a comprehensive and efficient Library Service. There are currently 43 Libraries throughout the County, together with 7 Mobile Libraries that service five mobile areas as well providing services to housebound residents. The Mobile Library service is under review. A number of the existing Libraries are Community Plus Libraries and there are also 50:50 supported Libraries. The emphasis during 2013/14 will focus on expanding the Self Service facilities, assisted by looking at greater co-location opportunities due to the potential implications regarding Health & Safety and Statutory Compliance. Online services will also be expanded enhancing the collaboration that already exists with other public services and the Colleges and Universities.

8.3.2 As a result of a public consultation exercise, the Council has resolved that it will fully fund and resource all of the libraries that form part of its comprehensive and efficient library service. These core libraries are currently:

Abingdon, Banbury, Berinsfield, Bicester, Blackbird Leys, Botley, Carterton, Chipping Norton, Cowley, Didcot, Eynsham, Headington, Henley, Kidlington, Littlemore, Neithrop, Oxford Central, Summertown, Thame, Wallingford, Wantage and Witney.

8.3.3 The Council will also continue to provide a fully supported infrastructure (building, ICT, book stock and the installation of self-service) to those libraries which fall outside of our comprehensive and efficient library service. The Council will work with each of these libraries to establish a Friends Group to enable a shift in the balance of staffing in these libraries towards volunteers over a three-year period. For Community Plus libraries, this would mean one third volunteers and two thirds paid staff. These community plus libraries are:

Chinnor, Faringdon, Grove, Wheatley and Woodstock.

8.3.4 For Community Libraries this would mean one half volunteers and one half paid staff. These libraries are:

Adderbury, Bampton, Benson, Burford, Charlbury, Deddington, Goring, Hook Norton, Kennington, North Leigh, Old Marston, Sonning Common, Stonesfield, Watlington, Woodcote and Wychwood.

8.3.5 There are also other investment issues to consider in relation to the Oxford Central Library, which is one of the busiest libraries nationally, and should be treated as a priority within proposals for the redevelopment of the Westgate Centre.

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8.4   **Cultural Services**

8.4.1   The Council's Cultural Service includes museums, archives and other stand-alone cultural sites. The Council has a statutory duty to collect and store documents as part of the archive service based at the Oxfordshire History Centre (St Luke's Records Office). This facility was recently refurbished but is now at capacity and as a result a potential future new alternative location may need to be explored, perhaps in conjunction with a potential relocation of the current book store at Library HQ, Holton.

8.4.2   The Oxfordshire Museum in Woodstock is supported from the storage facility at the Standlake Museum Resource Centre, which has recently been extended and has a countywide remit. This now provides a sufficient principal storage facility but this may need to be reviewed in light of on-going development in the county and consequent archaeological finds. Following discussions last year between the Council and the Soldiers of Oxfordshire a new museum building will shortly be completed on part of the Woodstock site. This will have a Joint Operational Agreement for the management of the site.

8.5   **Fire & Rescue Service**

8.5.1   The Fire & Rescue service within Oxfordshire is provided by Oxfordshire County Council. There has been a shift in capital funding from a standard formula allocation based on population, to part- funding based on reduced standard allocation and the remaining from capital bids for 2013-15. The process for allocation of capital funding post 2015 is unclear at the current time. The service is bound by legal responsibilities relating to firefighting, fire prevention, rescue and civil contingencies - and is committed to delivering against locally set response times. The existing Fire Stations are considered to be in the right areas, at this time, to serve the existing population centres, but analysis of future development across the county is currently being undertaken by the Service. Response times outside of the population centres are more challenging to achieve, given that Oxfordshire is one of the most rural counties in the South East.

8.5.2   In addition to the local delivery of service, Oxfordshire Fire and Rescue service operates as part of a joined-up national organisation of Fire & Rescue services to better combat terrorism, extreme weather events and other national threats.

8.5.3 The Fire & Rescue Service, as part of their Community Risk Management Plan, are looking positively towards co-location opportunities particularly with other OCC, District Councils or blue light services, which fits into the Council's wider ambition to work more closely with other public sector organisations.

8.5.4 Asset management planning needs to consider the Fire & Rescue Service's response and workforce development strategies, particularly in relation to any new locations for fire stations. There is a need to ensure the delivery of response standards and the availability of on–call personnel to be located within five minutes of retained fire stations.

8.5.5 Future population growth areas in Bicester, Witney, Wantage/Grove and Carterton (where the emergency response for the latter area specifically is provided by the Bampton, Burford and Witney Fire Stations) has implications for the service going forward due to potential increased risk.

8.5.6 There remains an aspiration to re-locate the fire station at Rewley Road in Oxford as this would release some, or all, of the site for redevelopment. There would also be the potential to co-locate a number of the functions it accommodates, perhaps as part of the Northern Gateway development. However a city centre fire station is still required due to Oxford being a major cultural and tourism centre, although a smaller site would suffice as non-emergency response functions (such as Fire Protection and Training) could be relocated elsewhere.

8.5.7 The current capital programme includes a project to re-locate the hot fire training facility at Rewley Road. This is due to the site not meeting all the training needs of the FRS and limitations placed on the facility due to its location adjacent to residential properties. Currently this project is on hold, with no allocated funding for 2013/14. Any move of the fire station from the site would require this facility to be re-located or training provided externally at additional revenue costs.

8.5.8 Furthermore, depending on the results of future development of the county, if suitable fire station sites can be found that can be seen to maintain or improve the Service's ability to effectively and efficiently cover the county's developing risk profile, then a business case(s) will be put forward for consideration.

8.5.9 The Fire & Rescue Service also has responsibility for the Council's Gypsy and Traveller Service at a number of locations within the County, as well as the OCC Emergency Planning Team. These services operate effectively and there are no major asset implications.

8.6 Trading Standards

8.6.1 There is no significant change in service strategy for Trading Standards. The service is fully consolidated at Electric Avenue, Oxford, including offices as well as the laboratory and warehouse, with the accommodation operating effectively.

8.7 Countryside Service

8.7.1 There is no significant change in service strategy for the Countryside Service. The co-located office and workshop facilities at Signal Court, Eynsham, have benefitted from recent capital investment and the facility enables effective service delivery.

8.8 Waste Management

8.8.1 The Council has seven waste recycling centres across the County. The City and District Councils have improved recycling through kerbside collection. Every house in Oxfordshire now has a comprehensive kerbside collection that reduces the need for visits to the waste recycling centres.

8.8.2 In April 2011 the County Council approved a revised household waste recycling centre strategy. The strategy is based on the principle of seeking to provide facilities that are fit for purpose and well located to the main centres of population. An implementation plan designed to deliver that strategy was put in place in summer 2011.

8.8.3 Changes to the strategic context means that there is a need to review and update the detail of the implementation plan. Specifically, there is a need to consider the implication of significantly higher levels of planned growth in Bicester, the decision not to proceed with the proposed facility at Kidlington and the opportunities to introduce 'reuse' operations at some of the existing household waste recycling centres.

8.8.4 A trial of reuse facilities at two of the existing household waste recycling centres will begin in January 2013. The outcome of that trial will be a significant input into the review of the implementation plan.

8.9 Customer Services

8.9.1 This service is split between Unipart House and Clarendon House in Oxford. The need to vacate Clarendon House by June 2014 as part of the Asset Rationalisation Programme will have implications for the future location of this

service. Academy Transfers are resulting in a move away from direct services to schools over three years to 2015. The other services are currently under review. The Customer Service Centre at Clarendon House will relocate to County Hall in autumn 2013.

8.9.2 ICT at Clarendon House will need to also be relocated and accommodated within the retained office estate. ICT infrastructure will be moved to the Cloud in 2015/16 which will remove the requirement for a physical Data Centre.

8.10   Property & Facilities

8.10.1 The recent strategic partnership with Carillion / Capita Symonds (CCS) has co-located both Council Property & Facilities and CCS staff at Cuffas Lea House on Oxford Business Park. The future office strategy for the Council in Oxford will need to consider accommodation for this service in line with the lease terms for Cuffas Lea House.

8.11   Highways & Transport

8.11.1 The Highways services within Oxfordshire are delivered through a ten year outsourcing contract to Atkins which commenced in 2010. The future office strategy for the Council in Oxford will need to consider accommodation for this service.

8.11.2 The Highways contract allows for investment of £5m in highway depots sites, which will be funded through revenue savings. Atkins has licence agreements for the use of Deddington, Milton Common, Drayton, Chipping Norton and Woodcote depot sites. A depot strategy will be developed which will determine where capital will be invested. Feasibility studies will then be undertaken. The priorities for capital investment are:

- Office accommodation, including refurbishment of existing buildings at Drayton and replacement of temporary buildings at Deddington. This is likely to involve the relocation of some staff at Ron Groves House, Kidlington to Deddington;

- Increased salt storage capacity (Deddington, Chipping Norton, Drayton and Milton Common);

- Other operational improvements, including storage and hard-standing

- Vehicle maintenance, including possible co-location with the Integrated Transport Unit.

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8.12   **Public Health**

8.12.1   This Service will transfer into the Council with effect from 1st April 2013 as a commissioning service for preventative health services to the public within Oxfordshire. Staff will be accommodated across County Hall and Oxfordshire Clinical Commissioning Group premises at Jubilee House. No property asset interests will transfer with the service, although opportunities for provision of services from Council property assets should be reviewed as contractual arrangements are renewed.

8.13   **Outdoor Education**

8.13.1   There are currently three out of county Outdoor Education Centres, and one in-county Centre in Oxfordshire at Hill End. The Council owns the freehold of the out of county centres. Hill End is a leased-in asset.

8.14   **Children's Homes**

8.14.1   The Council has two children's homes within the county. Thornbury House children's home for boys was re-provided in a new building on the same site in 2011 and is now known as 40 The Moors, Kidlington. Maltfield House in Headington provides accommodation for girls.

8.14.2   Consideration is being given to increased in–county provision as this would potentially be more cost effective and enable a greater degree of control in light of current national initiatives around vulnerable children.

8.15   **Pupil Referral**

8.15.1   The main Pupil Referral Unit is based at Meadow Brook School with other additional units located across the county. The service strategy is developing over the next two years and there is a desire to explore potential co-location opportunities within localities.

8.16   **Early Intervention**

8.16.1   As part of a service restructure seven Early Intervention Hubs, (EIH) were created across the county, supported by five Early Intervention Satellites (EIS). The EIHs provide a single, integrated early intervention service for children, young people and families with additional and complex needs and the Service is provided by both Council staff and partner organisations. The

EIHs/EISs also provide drop-in office accommodation for staff and support the Council's main hub offices. There is likely to be increasing pressure on space due to closer working with partner organisations.

8.17   Children's Centres

8.17.1   The Council has now completed provision of its Phase 3 children's centre programme and there is now a children's centre accessible to all families across Oxfordshire. The Service is run by a number of different providers, including schools, the Council, private and voluntary organisations.

8.17.2   Action for Children have a new contract for 17 buildings that were run by other external providers previously and formal property arrangements have been put in place to support the new contract.

8.18   Children's Social Care and Youth Offending

8.18.1   This service is delivered predominately from Knights Court, Samuelson House, Foxcombe/Windrush Court, Nash Court and Kingsgate. There is an anticipated increase in demand for this service which will need to be considered as part of current and future office rationalisation proposals.

8.19   Education

8.19.1   The Council has a statutory duty to ensure that sufficient school places are available within Oxfordshire for every child of school age. Since 2011, new providers of school places have been able to establish state-funded Free Schools and whilst the Council is not obliged to provide accommodation for these schools, it will consider utilising surplus property assets where appropriate. There are also a growing numbers of Academies, which are independent of local authority control and most of the secondary schools within the county are expected to convert to Academy status. It is also possible that increasing numbers of primary schools will also covert to Academy status, potentially as part of multi Academy Trusts. As part of the transfer of schools to academy status all relevant issues are taken into consideration, including matters relating to Joint Use Agreements.

8.19.2   School places are no longer therefore solely provided by the Council. The Council's Pupil Place Plan shows local communities, and those interested in their development, how it expects school provision to change over the next few years including present and predicted future pupil numbers, together with information about birth rates, school capacity, and new housing.

8.19.3   It is anticipated that ten to twenty new schools will be required within Oxfordshire to support proposed new housing development and the funding of

these schools will be supported by developer contributions as part of the Planning process. There are currently no planned school closures.

8.19.4   The increased need for school places arises from a combination of increased birth rate and inward migration to existing communities (to be met, primarily, from 'Basic Need' funding) and from projected substantial housing development on a number of strategic sites.

8.19.5   In addition, the Council plans to tackle repairs and maintenance issues in the worst condition school buildings through the Schools Structural Maintenance Programme provided that it continues to receive the capital maintenance allocation from central government and has sufficient resources available to deliver the Basic Needs Programme over the medium term.

8.19.6   The strategy is complicated by the conversion to Academy status of schools currently maintained by the Council, as whilst this transfers the entire repairs and maintenance responsibility to the schools themselves, it leaves the Council with the statutory responsibility for ensuring sufficient places, but without the power to require Academies to expand to accommodate more pupils. The Council regularly adjusts the Schools Structural Maintenance Programme taking into account resources implications of the proposed and ongoing conversation in line with the changes made to the LA settlements figures by the DfE. In addition, where a converting school has acquired the freehold of its site and buildings, these will transfer to the Academy, leaving the Council without veto over disposals or call upon any capital receipts.

8.20   Special Schools

8.20.1   A scheme to covert the Ormerod building into a residential special school for children with Autism in Oxfordshire is underway. Opportunities for units within main stream schools will be considered and utilised where appropriate.

8.21   Oxfordshire Skills and Learning Service

8.21.1   The Oxfordshire Skills and Learning Service was formed in May 2012 from the Adult Learning service and Learning and Development, with a move towards a commissioner/provider model.

8.21.2   The major administrative centre is in Unipart House, with three main centres in Kidlington, Cowley and Grove supporting work in centres in the north, city and south. Other centres are open when required for class provision, and tutors can arrange to make use of them to prepare work, hot desk and use photocopying facilities. Adult Learning moved into new premises at Glyme Hall in Chipping Norton in 2012.

8.22 Staff Housing

8.22.1 The general approach to vacant staff housing was agreed by the Cabinet in July 2005 and seeks to reduce the size of the staff housing estate where there is no school need for the accommodation and where the property can be easily separated from the main school site. There are currently approximately 80 staff houses. Staff houses used to support school functions, transfer to the Academy along with the rest of the school site under 125 year leases on conversion. The agreed approach is as follows:

- If the house is an integral part of the school site, the school should be allowed to decide whether it wishes to take over the building for teaching or office functions, or whether it wishes to retain it for caretaker use in which case either the responsibility for paying the rent subsidy should transfer to the school, or the school should consider whether the rent should be increased so that no rent subsidy is required;

- If the house is part of the school site, but could potentially be separated to allow a disposal, the Council should review the position with the school before making a firm decision as to whether a sale can be achieved;

- If the house is not part of the school site the Council should pursue disposal of the house, unless there are particular reasons why this is not appropriate.

8.23 Adult Social Care

8.23.1 90% of Adult Social Care Services are provided through contracts with external service providers. The focus of the service is to support users to remain independent in their own home. This focus is assisted by closer working arrangements with health professionals and the District Councils.

8.23.2 There is a desire to encourage more agile working within the provision of Adult Social Care through the use of smaller integrated bases with Health colleagues and more time being spent within communities.

8.24 Homes for Older People

8.24.1 Homes for Older People are all leased to the Oxfordshire Care Partnership and the Council has worked with OCP to deliver the first phase of re-providing seven of the homes that were no longer fit for purpose. This is now complete and Phase 2 is addressing the remaining eight homes. The OCP Contract is

currently being reviewed in order to deliver changes to service strategy whereby there will be a withdrawal from residential home provision to be replaced with Extra Care Housing, specialist nursing and dementia homes either on existing or new sites.

8.25   Day Services

8.25.1 As part of the Day Opportunities Strategy, traditional Older People's day centres are being replaced by Health and Wellbeing centres. This has been completed in Bicester, Oxford, Abingdon, Witney and Banbury. In addition services are provided from locations in Didcot, Wantage and Wallingford.

8.25.2 The tendering process for the outsourcing of the Learning Disabilities day services has been stopped and will be the subject of a review in 2013.

8.25.3 There is a drive towards local and co-located provision of community activities such as Luncheon Clubs, taking account of low travel distances but not at the expense of complex higher end needs.

8.26   Special Needs Housing

8.26.1 The strategy for the delivery of Extra Care Housing is now established. This need is considered in all Council disposals, as well as any Section 106 bids, and through working closely with District Councils and Housing Providers.

8.26.2 An overall housing strategy is currently being prepared which will set out the need and delivery strategies for all the areas of special needs housing, including older people, as well as learning disabilities, physical disabilities and mental health. Whilst the demographic drivers are not on the same scale as for older people and Extra Care Housing, there is often a need for more specific and specialist housing that cannot be achieved through the normal affordable housing routes. The new strategy document will set out these specifics and the same principles will be applied with regard to the disposal of sites as for Extra Care Housing.

9.0   Conclusion

9.1 The Asset Management Plan will be reviewed annually in line with Service and Resource Planning and capital planning. The Asset Management Plan is a live document and will be developed in future to include:

- On-going review of progress and actions against property policy objectives (by 2014/15)
- More comprehensive property performance information benchmarked against other local authorities (by 2014/15)
- Greater emphasis on the role of property assets in terms of growth (by 2014/15)

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