

# Public Document Pack

To: Members of the Cabinet

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

**Tuesday, 20 September 2011 at 2.00 pm**

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

*Joanna Simons*

Joanna Simons  
Chief Executive

September 2011

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

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<i>Councillors</i>	<b>Membership</b>
Keith R. Mitchell CBE	- <i>Leader of the Council</i>
David Robertson	- <i>Deputy Leader of the Council</i>
Arash Fatemian	- <i>Cabinet Member for Adult Services</i>
Louise Chapman	- <i>Cabinet Member for Children, Education &amp; Families</i>
Jim Couchman	- <i>Cabinet Member for Finance &amp; Property</i>
Lorraine Lindsay-Gale	- <i>Cabinet Member for Growth &amp; Infrastructure</i>
Kieron Mallon	- <i>Cabinet Member for Police &amp; Policy Co-ordination</i>
Mrs J. Heathcoat	- <i>Cabinet Member for Safer &amp; Stronger Communities</i>
Melinda Tilley	- <i>Cabinet Member for Schools Improvement</i>
Rodney Rose	- <i>Cabinet Member for Transport</i>

*The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on 28 September 2011 unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.*

*Date of next meeting: 18 October 2011*

## **Declarations of Interest**

This note briefly summarises the position on interests which you must declare at the meeting. Please refer to the Members' Code of Conduct in Part 9.1 of the Constitution for a fuller description.

### **The duty to declare ...**

You must always declare any "personal interest" in a matter under consideration, i.e. where the matter affects (either positively or negatively):

- (i) any of the financial and other interests which you are required to notify for inclusion in the statutory Register of Members' Interests; or
- (ii) your own well-being or financial position or that of any member of your family or any person with whom you have a close association more than it would affect other people in the County.

### **Whose interests are included ...**

"Member of your family" in (ii) above includes spouses and partners and other relatives' spouses and partners, and extends to the employment and investment interests of relatives and friends and their involvement in other bodies of various descriptions. For a full list of what "relative" covers, please see the Code of Conduct.

### **When and what to declare ...**

The best time to make any declaration is under the agenda item "Declarations of Interest". Under the Code you must declare not later than at the start of the item concerned or (if different) as soon as the interest "becomes apparent".

In making a declaration you must state the nature of the interest.

### **Taking part if you have an interest ...**

Having made a declaration you may still take part in the debate and vote on the matter unless your personal interest is also a "prejudicial" interest.

### **"Prejudicial" interests ...**

A prejudicial interest is one which a member of the public knowing the relevant facts would think so significant as to be likely to affect your judgment of the public interest.

### **What to do if your interest is prejudicial ...**

If you have a prejudicial interest in any matter under consideration, you may remain in the room but only for the purpose of making representations, answering questions or giving evidence relating to the matter under consideration, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

### **Exceptions ...**

There are a few circumstances where you may regard yourself as not having a prejudicial interest or may participate even though you may have one. These, together with other rules about participation in the case of a prejudicial interest, are set out in paragraphs 10 – 12 of the Code.

### **Seeking Advice ...**

It is your responsibility to decide whether any of these provisions apply to you in particular circumstances, but you may wish to seek the advice of the Monitoring Officer before the meeting.

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

# AGENDA

## 1. Apologies for Absence

## 2. Declarations of Interest

- guidance note opposite

## 3. Minutes (Pages 1 - 18)

To approve the minutes of the meeting held on 19 July 2011 (**CA3**) and to receive information arising from them.

## 4. Questions from County Councillors

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

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

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

## 5. Petitions and Public Address

## 6. 2011/12 Financial Monitoring & Business Strategy Delivery Report - July 2011 (Pages 19 - 66)

*Cabinet Member:* Finance & Property

*Forward Plan Ref:* 2011/092

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

Report by Assistant Chief Executive & Chief Finance Officer (**CA6**).

This report covers the period to the end of July 2011 for both revenue and capital

budgets and focuses on significant issues and risks around the delivery of the Directorate Business Strategies which were agreed as part of the Service and Resource Planning Process for 2011/12 – 2015/16. These are set out in the context of the wider forecast position for each Directorate.

Parts 1 and 2 include projections for revenue, reserves and balances as at the end of July 2011. Capital monitoring is included at Part 3. The report includes an update on the use of the £0.968m Performance Reward Grant relating to the Adult Skills Target and includes a request to approve supplementary estimates to allocate the £0.678m revenue element either for use by the Council or to be passed to partners.

***The Cabinet is RECOMMENDED to***

- a) ***note the report;***
- b) ***approve the virement requests set out in Annex 2a and Supplementary Estimate requests to allocate the Performance Reward Grant set out in Annex 2e and paragraphs 40 to 43;***
- c) ***approve the changes to the Capital Programme set out in Annex 9c.***

**7. Business Strategy and Service & Resource Planning Report for 2012/13 - 2016/17 (Pages 67 - 96)**

*Cabinet Member: Finance & Property*

*Forward Plan Ref: 2011/093*

*Contact: Lorna Baxter, Assistant Head of Finance (Corporate Finance) Tel: (01865) 323971*

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

To provide background and context to the service and resource planning process for 2012/13 – 2016/17.

***Cabinet is RECOMMENDED TO:***

- (a) ***note the report;***
- (b) ***adopt the Summary of the Corporate Plan proposals at Annex 2 to inform preparation of the Corporate plan; and***
- (c) ***approve the Service and Resource Planning process for 2012/13.***

## 8. Oxfordshire Concessionary Fares Scheme - Application and Pass Issuing (Pages 97 - 130)

*Cabinet Member:* Transport

*Forward Plan Ref:* 2011/098

*Contact:* Andrew Fairweather, Project Manager, Customer Services Programme Team  
Tel: (01865) 323095

Report by Deputy Director (Highways & Transport) and Interim Deputy Director (Oxfordshire Customer Services) (**CA8**).

To consider options for operating and managing the scheme from April 2012.

The report considers how Oxfordshire County Council (OCC) should approach the application process for and issuing of Concessionary Travel passes for residents who qualify on age or disability grounds following the end of the current agency agreement with District and City Councils.

OCC will become solely responsible for the application and issuing process as from 1 April 2012 and decisions to allocate the appropriate funding and authority to proceed (including managing all associated processes) going forward to the Customer Service Centre are required.

The report discusses the current situation, possible options for service delivery including online and face to face options and how these may be delivered, the results of a public consultation on those options, the findings of research into best practice by other tiered authorities, and also highlights the strong links to other related Council services (e.g. Disabled Parking Permits, Accessible Travel Advice, and Independent Mobility Assessments) as well as the financial and staffing implications for OCC.

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

- (a) agree that the Oxfordshire Customer Services Centre should now undertake an appropriate procurement process to select the most suitable supplier(s), and engage with said supplier(s) to provide a system for managing Concessionary Travel Pass applications and the production and issuing of the travel passes;***
- (b) delegate authority to the Deputy Director Customer Services, in consultation with the Cabinet Member for Transport, to agree any detail in relation to the management of all aspects of the Concessionary Fares Scheme Application & Pass Issuing processes during 2012/13;***
- (c) agree that a permanent budget of £0.422m be vired to the Customer Service Centre in 2012/13 to manage the scheme;***
- (d) agree that efficiency savings made by the CSC in subsequent years to be attributed to the CSC overall programme savings set out in the medium term financial plan; and***
- (e) agree that a number of selected libraries and Oxfordshire County Council***

***building receptions are equipped to provide a face-to-face service for those residents who will find it difficult or impossible to use an online system.***

## **9. Fire Control Room 999 Call Receipt and Mobilising Options Appraisal (Pages 131 - 144)**

*Cabinet Member: Safer & Stronger Communities*

*Forward Plan Ref: 2011/016*

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

Report by Deputy Chief Fire Officer (**CA9**).

Following the termination of the Department for Communities and Local Government national FiReControl project, Cabinet approved Oxfordshire Fire and Rescue Service joint working with Buckinghamshire and Milton Keynes and Royal Berkshire Fire and Rescue Authorities to create a Strategic Outline (business) Case for the provision of their collective Fire Control functions. This was intended to examine the feasibility of the creation of a joint "999" call receipt and mobilising and incident management function for Oxfordshire Fire and Rescue Service and its partners.

This work has been concluded and the resulting Strategic Outline Case demonstrates that a joint Thames Valley facility could secure early improvements to resilience and allow for the implementation of a fully modernised approach to the Control Room function. In addition, whilst the details are still to be confirmed, overall the programme is expected to be delivered within grant funding provided by the Department for Communities and Local Government which has been identified as available to secure increased levels of resilience. Overall service to the public will be at least as good if not better than current levels.

This approach is compared within this report with alternative options to allow the Fire Authority to direct future activities. A similar approach is being followed in Buckinghamshire and Royal Berkshire who have Fire and Rescue Service Authority meetings on the 28th and 25th September respectively.

***The Cabinet is RECOMMENDED subject to the approval by Buckinghamshire and Milton Keynes and Royal Berkshire Fire and Rescue Authorities of the further progression of the Joint Thames Valley Approach to:***

- (a) endorse the progression of phase 1 of the joint Thames Valley programme (Improved Resilience)***
- (b) Approve the necessary expenditure to create the Full Business Case which will be subject to further approval by the Cabinet in February 2012***
- (c) Require the CFO to report back to the Cabinet Member for Safer and Stronger Communities on a regular basis concerning:***
  - (1) progress with the joint DCLG bid for the resilience grant funding***
  - (2) progress with Thames Valley partnership working arrangements***
  - (3) progress on the creation of a suitable governance structure***

***If either Buckinghamshire and Milton Keynes or Royal Berkshire Fire and Rescue Authorities fail to approve the further progression of the Joint Thames Valley Approach Cabinet is RECOMMENDED: to:***

- (d) require the Chief Fire Officer to instigate appropriate actions to progress an alternative contingency plan, based on options 3 or 4 as identified in paragraph 21 in the report, subject to the approval of the Cabinet Member for Safer & Stronger Communities..***

**10. Saxon Centre - Big Society Fund/Asset Transfer Policy (Pages 145 - 150)**

*Cabinet Member:* Police & Policy Co-Ordination

*Forward Plan Ref:* 2011/149

*Contact:* Alexandra Bailey, Corporate Performance & Review Manager Tel: (01865) 816384, Claire Phillips, Partnership Officer Tel: (01865) 323967

Report by Head of Strategy & Communications (**CA10**).

To consider a second bid to the Big Society Fund for the asset transfer of the Saxon Centre. This proposal is brought to Cabinet under the conditions of the cooling off period of the Asset Transfer Policy.

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

- (a) uphold the decision to sell the Saxon Centre to the Oxford Boxing Academy; and***
- (b) encourage One-eighty to work with the community centre in Northway and reconsider its application to the Big Society Fund in a future round of bidding.***

**11. Corporate Plan Performance and Risk Management report for the First Quarter 2011 (Pages 151 - 156)**

*Cabinet Member:* Deputy Leader

*Forward Plan Ref:* 2011/095

*Contact:* Alexandra Bailey, Corporate Performance & Review Manager Tel: (01865) 816384

Report by County Council Management Team (**CA11**).

Quarterly Performance Monitoring report.

***The Cabinet is RECOMMENDED to note the report.***

## 12. Establishment Review - September 2011 (Pages 157 - 160)

*Cabinet Member:* Deputy Leader

*Forward Plan Ref:* 2011/094

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

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

This report gives an update on activity since 31 March 2011. It gives details of the agreed establishment figure at 30 June 2011 in terms of Full Time Equivalents, together with the staffing position at 30 June 2011. These are also shown by directorate in Appendix 1. In addition, the report provides information on vacancies and the cost of posts being covered by agency staff.

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

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

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

***(b) confirm that the Establishment Review continues to meet the Cabinet's requirements in reporting and managing staffing numbers.***

## 13. Forward Plan and Future Business (Pages 161 - 164)

*Cabinet Member:* All

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

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

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

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

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# Agenda Item 3

## CABINET

**MINUTES** of the meeting held on Tuesday, 19 July 2011 commencing at 2.00 pm and finishing at 4.40 pm

### Present:

#### Voting Members:

Councillor Keith R. Mitchell CBE – in the Chair  
Councillor David Robertson (Deputy Chairman)  
Councillor Arash Fatemian  
Councillor Louise Chapman  
Councillor Jim Couchman  
Councillor Lorraine Lindsay-Gale  
Councillor Kieron Mallon  
Councillor Mrs J. Heathcoat  
Councillor Melinda Tilley  
Councillor Rodney Rose

#### Other Members in Attendance:

Councillor Hilary-Biles (Agenda Item 8)  
Councillor Brighthouse (Agenda Item 8)  
Councillor Fooks, (Agenda Items 8 and 14)  
Councillor Purse, (Agenda Items 8, 9 and 10)  
Councillors Hannaby (Agenda Item 8)  
Councillor Patrick, (Agenda Items 8 and 13)  
Councillor Mathew, (Agenda Item 8 and 9)  
Councillor Goddard (Agenda Item 11)  
Councillor Altaf-Khan (Agenda Item 15)

### Officers:

#### Whole of meeting

Joanna Simons, Chief Executive  
Sue Whitehead, Chief Executive's Office

#### Part of Meeting Item

Item	Officer
6	Tim Chapple, Corporate Finance
7	Kathy Wilcox, Corporate Finance
8	Alexandra Bailey and Claire Phillips, Performance Review
9	Martin Tugwell, Deputy Director (Growth and Infrastructure); Peter Day, Sustainable Development
10	Martin Tugwell, Deputy Director (Growth and Infrastructure); Peter Day, Sustainable Development
12	Andrew Pau and Mark Watson, Waste Management
13	David Groves, Transport Strategy & Development Control
14	Barbara Chillman, Commissioning, Partnerships & Quality Assurance
15	Barbara Chillman, Commissioning, Partnerships &

17 Quality Assurance  
Barbara Chillman, Commissioning, Partnerships &  
Quality Assurance

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

#### **84/11 DECLARATIONS OF INTEREST**

(Agenda Item. 2)

Councillor Judith Heathcoat declared a prejudicial interest in Item 8 relating to the Big Society Fund by reason of being a member of the Trustees of FAZE (Faringdon) and took no part in the discussion or voting thereon.

#### **85/11 MINUTES**

(Agenda Item. 3)

The Minutes of the meeting held on 21 June 2011 were approved and signed.

#### **86/11 QUESTIONS FROM COUNTY COUNCILLORS**

(Agenda Item. 4)

Councillor John Goddard had given notice of the following question to the Cabinet Member for Transport:

"In view of the surplus in the on-street parking account in respect of Oxford City Residents' Parking Zones, will the Cabinet consider returning some portion of this money to residents who have been over-charged?"

Councillor Rose replied:

No.

Supplementary question: Councillor Goddard asked whether the Cabinet Member felt it was worthwhile to explain to residents why charges that should be cost neutral were not. Councillor Rose replied that this matter had been fully discussed elsewhere and that there was a net loss on the parking account. He added that the majority of yellow line enforcement was within Oxford City. He suggested that the City Council could take the provision on and also commented that having had the loss drawn to his attention he would need to review permit charges.

Councillor Zoe Patrick had given notice of the following question to the Cabinet Member for Transport:

"Is it correct that there is a policy not to spray weeds on pavements and gutters? If so, what is the projected additional cost to the council in having to replace pavements which deteriorate? (For example the new pavement between Stadhampton and Chiselhampton). Will the Cabinet consider adopting a more flexible policy which allows spraying in some areas by agreement with parish and town councils? "

Councillor Rose replied:

"The decision was taken that the £2.3m needed to spray the weeds across the county was not cost effective. The clearing of noxious weeds is still undertaken and we work closely with the Royal Horse Society and assist their volunteers who pull the ragwort by providing bags and collecting waste.

Members will recall that we set up an Area Stewardship Maintenance Fund this year to provide local members with the flexibility to allocate some funds in their Locality to issues that they agree are of importance to the community. If weed spraying is considered to be a priority then Councillors within each locality can consider whether this is something they would wish to fund.

You make particular reference to the new pavement between Stadhampton and Chiselhampton. Before any new surface is laid the area is weed treated which should stop weed growth for at least two years, and is covered by an indemnity. If weed growth returns within this period the work would have to be redone at no cost to the council."

Supplementary question: Councillor Patrick thanked the Cabinet Member for the information about the Stewardship Scheme and queried whether her understanding was correct that if it was applied for the funding would be given. The Cabinet Member replied that the Council was rolling out the scheme. The funding was split into localities and it was for local members to agree how the money was to be spent.

Councillor Jean Fooks had given notice of the following question to the Cabinet Members for Police & Policy Co-ordination and Safer & Stronger Communities:

" In the Big Society report, Agenda item 8, I see that recommendation c 'asks officers to work with community groups to enable them to take over buildings to facilitate continuity of provision as much as possible from 1 September. '

Please could the Cabinet member explain what is meant by this recommendation? There is no reference that I can find in the report to this recommendation, although it is of course something which community groups would welcome. Does it mean that existing youth workers will be able to help community groups to maintain youth provision through August and into September, before new staff are advertised for and taken on by community groups?"

Councillor Heathcoat replied:

Recommendation **(d)** is a reference to the work that has and will go on across the council to make sure that where we are ceasing to provide youth services and a big society solution has been agreed by Cabinet, we will work with community groups to help them, as far as possible, to be up and running by 1 September 2011.

Supplementary question: Councillor Fooks referred to the very short timescale and queried whether there could be an extension. Councillor Mallon replied that the Council would do everything it could up to 1 September and that he expected that the new provision would be up and running by then. He could not agree any extension.

Councillor Anne Purse had given notice of the following question to the Cabinet Member for Transport:

"A recent story in the media reported that there were proposals made at a recent scrutiny committee meeting that local parishes should pay for salt in the winter if they wanted it more. Please can you confirm whether, in places where salt bins have been purchased ( e.g. by Parish Councils or by the City Council in Oxford), the County Council will indeed continue to refill these bins for use on local roads as was the deal at the time the bins were bought ?"

Councillor Rose replied:

"Our policy is to fill grit bins at the beginning of the winter period and then to replenish them when required as long as this will not compromise winter activity on keeping the main routes open. As members will know there has been extreme pressure on our salt stocks over the last two winters which has meant we were unable to refill grit bins routinely. I am currently looking at a better way of managing this to ensure that communities have improved access to an adequate supply of salt over the winter."

Supplementary question: Councillor Purse queried whether it would be a good idea to give some publicity to the plan as she was aware that some Parish Councils were unsure of the position. The Cabinet Member replied that the intention was to finalise plans during August and to then communicate these to all parish Councils.

## **87/11 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item. 5)

A petition was submitted by Liz Leffman on the future of Dean Pit Waste Site at Chadlington. She highlighted the importance of the issue to local people and the need to retain a recycling facility in the area.

The following requests to address the meeting had been agreed:

Item 8 – Councillors speaking as local members-

**Annex 1**

Councillor Hilary-Biles, Glyme Hall

(pg10), Changing for the Better at The

Lido (pg 57 and Short Footpath Link (pg 59)

Councillor Brighthouse Wood Farm (pg20) and Thrive Barton (pg 47)

Councillor Fooks, Wolvercote Young People's Club bid (pg 22)

Councillor Purse, Wheatley Young

People's Centre (pg 25)

Councillors Hannaby, The Sweatbox (pg 28) and The Independent Advice Centre

Councillor Patrick, The Sweatbox (pg 28) and The Independent Advice Centre

Councillor Mathew, Bartholemew School, Eynsham (pg 30 and

Standlake Cycling Track (pg 89)

**Requests from public:**

Faz Kayani, Oxford Boxing Academy (pg.42)

Mr Michael Ryan, Northmoor Parish Council, The Stonehenge Project (pg 91)

Item 9 - Councillor Anne Purse as Shadow Cabinet Member for Growth & Infrastructure

Councillor Charles Mathew

Item 10 - Councillor Anne Purse as Shadow Cabinet Member for Growth and Infrastructure

Item 11 - Councillor Goddard as Shadow Cabinet Member for Safer & Stronger Communities Tim May, Deputy Chairman, Soldiers of Oxfordshire

Item 13 – Councillor Zoe Patrick

Item 14 – Councillor Jean Fooks as local member

Item 15 – Councillor Altaf-Khan

**88/11 TREASURY MANAGEMENT 2010/11 OUTTURN**

(Agenda Item. 6)

Cabinet considered a report that set out the Treasury Management activity undertaken in the financial year 2010/11 in compliance with the CIPFA Code of Practice. The report included debt and investment activity, Prudential Indicator outturn, changes in strategy, any breaches of approved strategy and interest receivable and payable for the financial year.

The Cabinet Member for Finance & Property in introducing the report commented that the decision to take external borrowing ahead of the

external review had resulted in a considerable saving to the Council. He thanked the Treasury Management Team for all their work throughout the year, and commented that in taking a prudent course they had achieved a satisfactory result.

**RESOLVED:** to note the report, and to **RECOMMEND** Council to note the Council's Treasury Management Activity in 2010/11.

## **89/11 2011/12 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT - JULY 2011**

(Agenda Item. 7)

Cabinet considered a report that set out the financial monitoring and business strategy delivery position. The report covered the period to the end of May 2011. This showed a variation in the in – year Directorate forecast, including the Council elements of the Pooled Budgets, of +£1.310m, or +0.32% against a budget of £415.189m. The in-year forecast excluded an overspend of +£0.255m on services funded from Dedicated Schools Grant (DSG).

**RESOLVED:** to:

- (a) note the report;
- (b) approve the virement requests set out in Annex 2a;
- (c) approve the on-street parking charges for Oxford city for evenings and Sundays as set out in paragraph 64;
- (d) **RECOMMEND** that Council approve the allocation of £1.5m of additional grant funding to the Older Peoples Pooled Budget as set out in paragraph 38;
- (e) approve the updated Capital Programme as set out in Annex 10 and the associated changes to the programme in Annex 9c.

## **90/11 BIG SOCIETY FUND - JULY 2011**

(Agenda Item. 8)

Cabinet considered bids to the Big Society Fund from the first wave of applications.

The Chairman noted that Councillor Heathcoat having declared a prejudicial interest would exercise her right to speak to the meeting in line with the rights of members of the public but would then withdraw from the meeting and take no part in the discussion or voting thereon.

The Cabinet Member for Police & Policy Co-ordination introduced the report highlighting the work done by local councillors working with local people.

Local Councillors had assessed the bids in their geographic area and he commented that 55% of bids received had been for services to young people. He intended to wait to the end of the discussion before proposing the recommendations as it was important to listen to what was said.

Councillor Judith Heathcoat spoke in support of the FAZE Youth and Community Centre bid referring to the huge support from the local community and to a number of successful funding events. She referred to the involvement of Faringdon Town Council and the interest in using the facility from the local Scout Group and Tennis Club.

The Chairman indicated that he would be taking the speakers in three groups based on the 3 Annexes to allow discussion by the Cabinet Members at each stage.

Councillor Hibbert-Biles spoke in support of the Glyme Hall bid noting that without it there would be no youth provision in Chipping Norton. She commented that there were still a number of issues to be negotiated in the lease and she hoped that there would be flexibility. The recommendation was to support the bid and she expressed her thanks on behalf of the residents of Chipping Norton who would be delighted.

Councillor Brighthouse spoke in support of the Wood Farm Youth Work Training Project hoping that it would receive support as it was in an area of massive social deprivation. A successful bid would be underpinned by continued fund raising towards a professional youth worker and towards the maintenance of the building. The bid would enable the existing volunteers to increase their skills. She invited Cabinet Members to visit the project and Councillor Mallon replied that he would welcome the opportunity if invited.

Councillor Fooks spoke in support of the bid by Wolvercote Young People's Club noting that there were pockets of deprivation in the area. The local community had risen to the opportunity given them by the Fund process and she was sure that local support would be secured. The youth club was purpose built and the nearby Primary School was full and likely to expand. Councillor Fooks was impressed by the response from local people and commented that it had been hard work and there was some concern from them about how they could be ready by 1 September. Councillor Fooks thanked all the officers involved who were helpful in the bid preparation.

Councillor Purse commended the bid for the Wheatley Young People's Centre which would serve the wider area. She was aware that this bid was unusual but felt that it was important to know that there would still be a property for them to use. There was unanimous support for the proposals from the Parish Council and a strong commitment to youth service provision in Wheatley.

Councillor Hannaby, supported by Councillor Patrick, spoke in support of The Sweatbox. She commented that both Councillors had been involved in securing the bid. She stated that the bid was for a modest grant to replace what was a very long lived and successful youth centre. The Centre took youths from a wide area. She thanked officers for their help in the preparation of the business case and believed that the proposal was

sustainable and viable. There was commitment from the local community, the school and the Town Council. There was also support from the police, from the Neighbourhood Action Group (NAG) and the Rotary Round Table amongst others. Young people themselves were aware that they would need to fund raise.

Councillor Mathew, spoke in support of the bid from Bartholemew School and in view of recommendation (d) asked that access to the site be given as soon as possible as there was a 6 week building programme needed before opening.

Councillor Mallon thanked local members for their involvement and commented that the emerging co-location of buildings was positive as it cut down on overheads.

Councillor Chapman in responding to the individual comments welcomed the fruition of the Big Society Fund. During the budget setting process the Council had been criticised over the youth service provision but had now heard very eloquently how many would be kept open. She was sure that there would be other projects, both existing and new ones in future waves of the Big Society Fund. She thanked officers for their excellent work in bringing the bids forward. Councillor Jim Couchman referred to the Carterton youth provision. Councillor Robertson stated that the report and proposals were a vindication of the Big Society idea and he had been very impressed by the input from local councillors who had made difficult choices through the bid process.

Councillor Mallon explained that the intention of putting bids into Category 2 was to allow further work by the bidders so that some very good bids not be lost at this stage.

Mr Faz Kayani representing Oxford Boxing Academy spoke in support of the bid stressing that the Academy was not just about athletics but was about providing wider support in a family environment. The bid was not for funding but for a permanent venue. The Academy provided affordable training and was supported by the head teacher.

Responding to questions from Cabinet Members Mr Kayani replied that they could not pay the £500k valuation although they would be receiving some Sports Lottery funding. There might be scope for offering use of some of the facilities to other groups.

Councillor Brighthouse spoke in support of the Thrive Barton Community Mentoring Project bid commenting that the City Councillors did recommend it for funding although the locality group did not. There had been a pilot with a group of local people acting as mentors to young people on the brink of needing formal intervention. She recognised that Cabinet was likely to say that it must come back but it was a very important project in a very disadvantaged area and she hoped that it would be supported in the future.



Councillor Hannaby, supported by Councillor Patrick, spoke in support of bid by The Independent Advice Centre commenting that the Centre had provided an excellent transport system in the area over many years. She was not wholly satisfied with the officer report as she believed that it was a new project for day services. Day Services were not able to provide transport so this filled a real need. With a modest sum she believed that a client base could be secured. There were two transport reviews being undertaken but people needed help now.

Responding to a comment from Councillor Robertson that the question was over sustainability Councillor Hannaby indicated that the bid was for start up costs. They would be going out to engage volunteers.

Councillor Chapman indicated that she would be putting forward an amendment in relation to the Oxford Boxing Academy as she saw the merits in the boxing club and believed they had taken a sustainable approach. The 8 week cooling off period under the Asset Transfer Policy would allow time for any other interested group to come forward.

The following speakers addressed Cabinet in relation to projects in Annex 3:

Councillor Hibbert-Biles spoke in support of the Changing for the Better at The Lido and Short Footpath Link projects. She understood that the Fund was oversubscribed but commented that the Lido bid was supported by the Town Council and provided a facility for all the family. The Footsteps Project was also supported by the Town Council and had been part of a planning covenant. She believed it was a new project for Chipping Norton.

Councillor Mathew spoke in support of the bid for Standlake Cycling Track. He felt that it deserved support and referred to a letter dated 1 July 2011 that answered a number of the queries raised against the bid. The Leader commented that a great deal of correspondence had been received in relation to the bids and it was not practical to include it all in the report.

Mr Michael Ryan, Northmoor Parish Council, spoke in support of The Stonehenge Project and noted that the Prime Minister had sought assurance on monitoring. The Parish Council had put forward the bid and it would fulfil a written commitment and dispel misconceptions of local people. The role of enforcement lay with the County Council Monitoring & Enforcement Team and it was a heavy burden to fulfil. The Parish Council was familiar with the conditions and routing agreements.

Responding to a question from Councillor Robertson Mr Ryan replied that with only 300 in the parish a precept would not generate enough funding to undertake the work.

Councillor Mallon moved the recommendations set out in the report and Councillor Chapman proposed that the Oxford Boxing Academy be included in the approved asset transfers subject to the usual 8 week cooling off period. Councillor Mallon accepted the amendment to the recommendations

subject to the Oxford Boxing Academy meeting the financial commitment at the existing value.

The Chairman summarised the position in relation to the bids: those in Annex 1 were agreed subject to the addition of the Oxford Boxing Academy as detailed above; those bids in Annex 2 required more work and those in Annex 3 were refused. He thanked Alexandra Bailey and Claire Phillips for the massive amount of work put into the bid process.

**RESOLVED:** to

- (a) approve those bids which meet the assessment criteria as set out in Annex 1;
- (b) approve asset transfers in accordance with the asset transfer policy with the exception of Wolvercote where the Council will continue to repair and maintain the property and with the addition of the inclusion of The Boxing Academy in the list of approved asset transfers subject to the usual 'cooling off' period and to the Oxford Boxing Academy meeting the financial commitment at the existing value;
- (c) waive the 'cooling off' for the following four time-critical community asset transfers:
  - Allandale, Carterton
  - Glyme Hall, Chipping Norton
  - Faze, Faringdon
  - Wolvercote;
- (d) ask officers to work with community groups to enable them to take over buildings to facilitate continuity of provision as much as possible from 1 September; and
- (e) ensure a grant funding agreement that meets legal requirements is in place for all successful projects.

**91/11 OXFORDSHIRE MINERALS AND WASTE DEVELOPMENT FRAMEWORK: PREFERRED MINERALS CORE STRATEGY FOR CONSULTATION**

(Agenda Item. 9)

Cabinet considered a report summarising comments that had been received on the report by Atkins on Local Assessment of Aggregates Supply Requirements for Oxfordshire and setting out actions to address the key points raised. Cabinet agreed a draft (preferred) planning strategy for minerals, for public consultation. This included a vision and objectives for minerals, minerals policies and other core policies. It incorporated the aggregates supply figures and the strategy for the location of mineral workings agreed by Cabinet on 16 February 2011.

Councillor Anne Purse, Shadow Cabinet Member for Growth & Infrastructure stated that she would like to see the areas of extraction in West Oxfordshire restored as far as possible to what was there before. She would like to see the open lowland wet meadow restored not just rushes and water. She also commented that the Strategy relied too heavily on gravel extracted from West Oxfordshire. There should be more efforts to extract gravel from other areas closer to the areas of need where growth was expected. It would have been better to have looked at a hybrid solution.

Councillor Mathew expressed reservations about the draft document as in his view it was not in the Council's interest for a single operator to dominate extraction in Oxfordshire. He referred to the figures for extraction in West Oxfordshire commenting that the need was in South Oxfordshire and the Thames was a barrier between extraction and need. The bridges were an obstacle. He suggested an additional paragraph relating to a hybrid solution that he would like to see included in the consultation document. He had circulated this wording to Cabinet Members prior to the meeting. He suggested that there was a perception of prejudice that they were in a position to address.

The Cabinet Member for Growth & Infrastructure replied that two members of the Cabinet were from West Oxfordshire. The implication of prejudice was unfair. As the Cabinet Member she was unable to accept his suggested amendment. The issues raised had been discussed many times. There was a pressing need for clarity and certainty in the face of significant population growth leading to development. The figures had been reduced and the amount from secondary and recycled materials had been maximised.

Councillor Louise Chapman in speaking against the recommendations recognised the need for a policy and that there had been some changes made in the past. However she considered that the areas of growth should be taken into account and these were not in West Oxfordshire. Other strategies were aimed at minimising the distance of travel and the congestion on roads, particularly the A40. There was a need for consistency. She asked that the Cabinet Member for Growth and Infrastructure to identify other areas to minimise the distance travelled.

Councillor Lindsay-Gale replied that a new site at Cholsey had been added with good links to Didcot, and the Wantage and Grove area.

Councillor Fatemian in response to comments made by Councillor Mathew made it clear that neither he nor his family had any financial links in this matter.

Following a vote by a show of hands it was:

**RESOLVED:** (by 9 votes to 1) to:

- (a) agree Annex 2 as the County Council's draft minerals planning strategy for the purposes of consultation subject to the following corrections:

Page 254, Paragraph 4.10, line 5:

Delete '15.75 million tonnes of crushed rock'; Insert '13.23 million tonnes of crushed rock';

Page 255, Figure 6:

In the third box:

Delete '15.75 million tonnes'; Insert '13.23 million tonnes';

Net requirement over plan period (mt): Delete '2.26'; Insert 'Nil'.

- (b) delegate authority to finalise the consultation document to the Deputy Director (Growth and Infrastructure) in consultation with the Cabinet Member for Growth and Infrastructure.

**92/11 OXFORDSHIRE MINERALS AND WASTE DEVELOPMENT FRAMEWORK: PREFERRED WASTE CORE STRATEGY FOR CONSULTATION**

(Agenda Item. 10)

Cabinet considered a report on a draft (preferred) planning strategy for waste, for public consultation. This included a vision and objectives for waste; the need for additional waste facilities; options for meeting these requirements; a draft planning strategy for the location of new waste management facilities; policies for waste; and other core policies.

Councillor Purse, Shadow Cabinet Member for Growth & Infrastructure expressed her pleasure that this matter had been deferred to allow consideration by Scrutiny. This was the first time this Strategy had come forward and although there were clear explanations as to why the sites were needed the policies would have far reaching effects so a great deal of consultation was needed. There was a need to ensure that the pressure to recycle commercial/industrial waste was maintained.

The Cabinet Member for Growth & Infrastructure in introducing the report highlighted the need for new facilities to deal with the County's commercial waste streams. A number of options had been identified and the consultation was to seek views on a way forward.

**RESOLVED:** to:

- (a) agree Annex 1 as the County Council's waste strategy options and draft waste planning strategy for the purpose of consultation subject to the following corrections:

Page 304, paragraph 4.40:

Delete whole paragraph and replace with:

'4.40 This requirement mainly arises after 2020, mainly due to the temporary nature of many existing facilities, and is primarily needed to serve the large towns of Bicester, Abingdon and Didcot and their surrounding areas. The reasonable options for provision of this capacity are:

- a) Concentration of additional provision at or close to Oxford.
- b) Additional provision at or close to large towns in:
  - Northern Oxfordshire (Bicester); and
  - Southern Oxfordshire (Abingdon; Didcot).
- c) Additional provision at or close to large and smaller towns in:
  - Northern Oxfordshire (Bicester); and
  - Southern Oxfordshire (Abingdon; Didcot; Faringdon; Henley; Thames).'

Page 307, paragraph 4.52, Policy W5, line 8:

Delete 'Oxford and' and 'Banbury'.

Page 313, paragraph 4.79, line 6:

Delete 'option a'; Insert 'option b)'.

- (b) delegate authority to finalise the consultation document to the Deputy Director (Growth and Infrastructure) in consultation with the Cabinet Member for Growth and Infrastructure.

## **93/11 SOLDIERS OF OXFORDSHIRE (SOFO) - DEVELOPMENT IN THE GROUNDS OF THE OXFORDSHIRE MUSEUM**

(Agenda Item. 11)

Cabinet considered a report relating to a project by The Soldiers of Oxfordshire who were seeking to build a new museum within the grounds of The Oxfordshire Museum. The report sought final approval for the legal and property details, to be concluded, so that work may start on site in September.

Councillor Goddard welcomed the recommendations.

Mr Tim May, Deputy Chairman, Soldiers of Oxfordshire stated that there had been considerable progress since the last meeting in June. The SOFO Executive Board were seeking a period of stability after the building was completed and suggested a period of 5 years in which no change could be introduced. The exact period was not set but the Trustees needed to be able to give their sponsors some reassurance.

The Cabinet Member for Safer & Stronger Communities referred to the nature of local government finance that made such a guarantee impossible. However there was no question of the Council's commitment to the project.

She added that a huge amount of work had been undertaken by officers and she thanked them for their efforts. In moving the recommendations she stressed that they safeguarded both SOFO and the Council and underlined the Council's support.

**RESOLVED:** to:

- (a) require the Council's Money Laundering Reporting Officer (the Assistant Chief Executive and Chief Finance Officer) to satisfy herself as to the appropriateness of the financial arrangements for SOFO and the bona fides of the donor
- (b) agree that should the Council no longer be able to provide and maintain The Oxfordshire Museum at any time during the 25 years following completion, to offer a lease of those premises, on terms to be agreed, to SOFO (or a new trust or similar body) in order that they have opportunity to consider running The Oxfordshire Museum independently, subject to the County Council's approval of a viable business case and its obligations.

**94/11 CONTRACT FOR THE DISPOSAL OF WASTE COLLECTED BY THE DISTRICT COUNCILS IN SOUTHERN OXFORDSHIRE**

(Agenda Item. 12)

Cabinet considered a report that set out the details of the procurement process for a new contract for the disposal and/or treatment of waste in the south of the county and the outcomes of the tender evaluation.

The Chairman referred to Annexes 1-3 which contained exempt information and indicated that if Cabinet were able to discuss without direct reference to the information contained within them the discussion would remain in public.

The Cabinet Member for Growth & Infrastructure referred to the need for a new contract to ensure service provision continued. Three tenders had been received and the robust evaluation had identified a clear winner.

**RESOLVED:** to:

- (a) note the outcome of the evaluation which is that Tender 2 is the leading bid for Lots 1 and 2; and
- (b) endorse the award of the contract to Tenderer 2.

N.B. Following the decision Cabinet was advised that Tenderer 2 is WRG at Sutton Courtenay

## **95/11 POLICY ON RESIDENTIAL PARKING PROVISION FOR NEW DEVELOPMENTS**

(Agenda Item. 13)

Cabinet considered a report setting out the results of public consultation carried out from 28th March to 8th May 2011 and adopted the policy on parking standards for new residential developments.

It was noted that the Cabinet Member for Transport was the relevant portfolio holder and not the Cabinet Member for Growth & Infrastructure as notified on the agenda. Councillor Zoe Patrick, Opposition Leader asked that in future the correct Cabinet Member be identified on the agenda as it made planning very difficult. Councillor Patrick commented that the consultation was welcome but that she could not see her response. She had completed it online and was worried that it and others had been lost. With reference to the proposals she stated that there was not enough parking. Grove was a congested area and rural developments relied on their cars. Also of concern was the reduction in rural public transport.

The Cabinet Member for Transport introduced the report referring to the background to the consultation.

**RESOLVED:** to:

- (a) adopt the parking standards for new residential developments as set out in Annex 3 to this report;
- (b) agree that the Deputy Director Highways and Transport in consultation with the Cabinet Member for Transport can make editorial changes prior to publishing, and keep the document up to date in response to other policy changes.

## **96/11 CUTTESLOWE PRIMARY SCHOOL**

(Agenda Item. 14)

Cabinet considered a report on a proposal to expand permanently Cutteslowe Primary School to two forms of entry.

Councillor Jean Fooks, speaking as a local member supported strongly the recommendations.

**RESOLVED:** to approve the publication of a statutory notice for the expansion of Cutteslowe Primary School, Oxford.

## **97/11 NEW MARSTON PRIMARY SCHOOL**

(Agenda Item. 15)

Cabinet considered a report setting out a proposal to expand permanently the New Marston Primary School to two forms of entry.

Councillor Altaf-Khan, Shadow Cabinet Member for Schools Improvement, referred to two letters from the Primary School about local developments and wanted to update. He felt that there was a need to look at the road infrastructure. He was surprised that planning permission had been agreed and that the County Council made no comment. The proposals were now amended for 58 flats opposite the School. He was concerned that a lot of children would attend from outside the area causing congestion . He commented that the numbers of parents from outside the area would lead to difficulties with the parents not being seen by the School as often as they should.

Responding to a question from Councillor Robertson Councillor Altaf-Khan stated that he was not against the proposal but that the issues he raised needed consideration.

Councillor Rose clarified the role of the County highways team who were only consultees in the City Council planning process.

The Cabinet Member for Schools Improvement responded that the points raised would be considered during the consultation period. The question of traffic would be considered as part of the feasibility.

**RESOLVED:** to approve the proposals.

**98/11 BADGEMORE PRIMARY SCHOOL, HENLEY**

(Agenda Item. 16)

Cabinet considered a report on the outcome of consultation, on proposals to expand Badgemore Primary School from 0.5 form entry to 1 form entry on a permanent basis from September 2012.

**RESOLVED:** to approve the proposals.

**99/11 WOODSTOCK PRIMARY SCHOOL**

(Agenda Item. 17)

Cabinet considered a proposal to increase the school admission number (at F1 entry) from 30 to 45 at Woodstock Primary School.

**RESOLVED:** to approve the publication of a statutory notice for the expansion of Woodstock CE Primary School, Oxford.



**100/11 FORWARD PLAN AND FUTURE BUSINESS**

(Agenda Item. 18)

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

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

..... in the Chair

Date of signing 2011

.....

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Division(s): N/A
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## CABINET – 20 SEPTEMBER 2011

### 2011/12 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT

**Report by Assistant Chief Executive & Chief Finance Officer**

#### Introduction

- This report focuses on significant issues around the delivery of the Directorate Business Strategies which were agreed as part of the Service and Resource Planning Process for 2011/12 – 2015/16. These form part of the forecast position for each Directorate. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of July 2011. The Capital monitoring is included at Part 3.

#### Summary Position

- The current in – year Directorate forecast including the Council elements of the Pooled Budgets is a variation of +£1.309m or +0.31% against a budget of £416.789m as shown in the table below. This forecast excludes an overspend of +£0.337m on services funded from Dedicated Schools Grant (DSG).

Original Budget 2011/12  £m		Latest Budget 2011/12  £m	Forecast Outturn 2011/12  £m	Variance Forecast July 2011  £m	Variance Forecast July 2011  %
112.817	Children, Education & Families (CE&F)	110.627	109.514	-1.113	-1.01
219.442	Social & Community Services (S&CS)	219.196	220.187	+0.991	+0.45
75.561	Environment & Economy	78.396	77.953	-0.443	-0.57
7.751	Chief Executive's Office	8.570	8.517	-0.053	-0.61
<b>415.571</b>	<b>In year Directorate total</b>	<b>416.789</b>	<b>416.171</b>	<b>-0.618</b>	<b>-0.15</b>

Add: Overspend on Council Elements of Pooled Budgets		+1.927	
<b>Total Variation including Council Elements of Pooled Budgets</b>		<b>+1.309</b>	<b>+0.31</b>
Plus: Overspend on DSG		+0.337	
<b>Total Variation</b>		<b>+1.646</b>	<b>+0.39</b>

3. The following annexes are attached:

Annex 1	Original and Latest Estimates for 2011/12
Annex 2	Virements & Supplementary Estimates
Annex 3	Redundancy Costs
Annex 4	Forecast Earmarked Reserves
Annex 5	Forecast General Balances
Annex 6	Older People & Physical Disabilities and Learning Disabilities Pooled Budgets
Annex 7	Government Grants 2011/12
Annex 8	Treasury Management Lending List
Annex 9	Capital Programme Monitoring and changes

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

4. The forecast revenue outturn by Directorate based on the position to the end of July 2011 is set out below. Carry forwards from 2010/11 were considered by Cabinet on 21 June 2011 and those agreed so far are included in this report. Carry forwards in CEF, S&CS and Environment & Economy dependent on virements larger than £0.5m are being considered by Council on 13 September 2011.

#### **Children, Education & Families: -£1.113m in year directorate variation**

5. Children, Education & Families are forecasting an in-year variation of -£1.113m (-£0.776m total variation including a +£0.337m overspend on services funded from DSG). The Directorate is committed to achieving -£10.2m of savings in 2011/12. These rise to -£19.8m by 2014/15 and the Directorate's Transformation Board is meeting regularly to review progress.
6. As previously reported services are being redesigned as part of the Business Strategy and, subject to the wider restructure of the Directorate, implementation is underway as detailed in the Service Redesign Report agreed by Cabinet on 19 April 2011. Due to the timing of the implementation there is a risk that some of the savings dependent on service redesign will not be achieved in full in 2011/12.

#### Admissions & Transport

7. Home to School Transport are forecasting a variation of -£0.481m, an increase of -£0.096m since the last report. As in previous years the forecast may change during the year as the full effect of the last tendering process are known along with changes for the new academic year.

#### Placements

8. A breakeven position is forecast for Placements, a change of -£0.200m since the last report. There continues to be an upward trend in agency residential placements and the position reported allows for £1.035m to be spent on around fourteen full time equivalent new placements during 2011/12 should they be absolutely necessary. The service continues to work toward minimising the use of out of area placements, although some children have significant complex needs that require specialist or secure placements. This service area

is subject to significant fluctuations depending on demand so updates will be included in future reports.

#### Asylum

9. An underspend of -£0.663m is forecast on Asylum. This area is extremely volatile so the position is likely to change by the end of year as it is difficult to forecast the number of new clients entering the service.
10. If appropriate a request will be made later in the year to allocate the effect of additional grant reimbursement received compared to the £1m income budget assumed.

#### Quality and Compliance

11. A small overspend of +£0.083m is forecast due to pressures on staffing budgets for the Performance and Parenting Early Intervention Programme Teams but the directorate expects to reduce this by the end of the year. The consultation process for the joint Quality and Compliance structure with Social and Community Services has begun. This pressure should reduce as the restructure of the Quality and Compliance service is implemented. As part of the Business Strategy the service is expected to achieve savings of £0.400m by 2012/13. £0.145m has already been achieved through retirements and services ceasing and it is anticipated that the remaining savings will be achieved.

#### DSG Funded Services

12. As previously reported confirmation was received from the Department for Education on 28 June 2011 that the Council's 2010/11 DSG allocation would be increased by £2.629m. This income was received as part of the 4 July 2011 instalment. The final confirmations of the 2011/12 DSG and Pupil Premium allocations have also been received. The DSG allocation has reduced by £0.570m to £386.233m because of adjustments for the pupil count within individual schools. The 2011/12 Pupil Premium allocation is £3.916m and has increased by £0.516m since Council approved the budget in February 2011. Schools hold the Pupil Premium relating to their pupils.

#### **Social & Community Services: +£0.991m in year directorate variation**

13. Social & Community Services are forecasting an overspend of +£0.991m. There is also a forecast overspend of +£1.927m on the Council elements of the Pooled Budgets. The directorate is aiming to make savings totalling -£19.6m in 2011/12. These rise to -£42.0m by 2014/15 and their delivery is being overseen by the Directorate's Change Management Board.

#### Adult Social Care

14. Social Work (Locality Teams) are forecasting an overspend of +£0.587m. As noted in the last report following a restructure of the service the saving relating to the reduction in staff will not be fully achieved. This will be considered as part of the Service and Resource Planning process for 2012/13 and also as part of other reorganisation proposals.
15. Internal Learning Disabilities continues to forecast an overspend of +£0.298m. This is due to delays in restructuring Day Services and Supported Living. It is expected that full year effect of the savings will be realised in 2012/13.

## CA6

16. Older People and Physical Disabilities income is forecasting to be underachieved by +£0.280m. There has been a steady reduction in the number of clients assessed under Fairer Charging as being liable to partially or fully fund the cost of care over the last few months. The position takes account of additional income likely to be achieved as a result of increased expenditure on residential care and home support funded from the additional funding for Adult Social Care provided through the NHS. This is a volatile area so the position will continue to change throughout the year.

### Community Safety (including Fire & Rescue)

17. Community Safety continue to forecast an underspend of -£0.100m. This is due to increased rental income and savings on pay and repair and maintenance in the Gypsy and Traveller Service. There are a number of pressures within the Fire & Rescue Service but it is expected that they can be managed within the service. The Business Strategy savings are on target to be delivered.

### Quality & Compliance (Strategy & Transformation)

18. The consultation process for the joint Quality and Compliance structure with Children, Education and Families has begun and the intention is to implement the new structure later in the year. As part of the Business Strategy the service is expected to achieve savings of £0.450m by 2012/13.

## **Pooled Budgets**

### Older People, Physical Disabilities and Equipment Pool

19. As shown in Annex 1 the Older People's and Physical Disabilities Pooled Budget is forecast to overspend by +£3.728m, +£1.850m on the Council's element and +£1.878m on the Primary Care Trust's (PCT). This includes the net overspend of +£0.205m on the Council's budget carried forward from 2010/11 as set out in the Provisional Outturn Report for 2010/11. An underspend of -£1.106m will be carried forward on the Older People's section of the pooled budget and overspends of +£1.144m and +£0.167m will be carried forward on Physical Disabilities and Equipment. The balance of the Winter Pressures funding which was transferred to Reserves at the end of 2010/11 is also included in the forecast and has been committed to fund additional care home placements and purchase of additional hours of home care.
20. The use of the additional 2011/12 funding of £6.196m for Adult Social Care being provided via the NHS is now being finalised and most will be allocated to the Older People's pooled budget. The Council will work within the overall resources available for Older People including this additional funding so no year end variance is being forecast at this time.
21. The Older People's Care Homes budget is forecast to overspend by +£0.102m due new beds being included in the forecast. The forecast also includes the transfer of income for funded nursing care from the PCT.
22. The Physical Disabilities Budget is forecast to overspend by +£1.614m on residential and nursing beds and external and internal home support. This is an increase of +£0.286m since the last report and is due to the ongoing full year effect of placements and packages put in place in 2010/11. The Joint Management Group has agreed to transfer of £1m funding for demography from Older People to Physical Disabilities lines in the pool. This will be used to

## CA6

offset the overspend of +£1.144m carried forward from 2010/11. An action plan to reduce the overspend is being updated. It is unlikely that the full amount of the overspend will be recovered this financial year. In that case, it would need to be recovered in 2012/13.

23. The Council's element of the Equipment budget is overspending by +£0.278m. This takes into account the agreement in principle by the Joint Management Group to allocate £0.584m of the additional funding of £6.196m for Adult Social Care to the Equipment budget in the pool. This has been apportioned in accordance with the relative overspending in the budget before the additional funding is allocated.
24. The PCT element of the pool is forecast to overspend by +£1.878m, +£1.599m on Older People, +£0.164m on Physical Disabilities, and +£0.115m on equipment.

### Learning Disabilities Pool

25. As set out in Annex 1 the Learning Disabilities Pooled Budget is forecasting an overspend of +£0.091m. The Council element is overspending by +£0.077m which relates to an overspend on Personal Budgets. As part of the Directorate Business Strategy an Efficiency Savings Plan for 2011/12 has been agreed by the Joint Management Group and is expected to deliver savings in excess of -£4m during the year. This will cover the overspend of +£1.082m brought forward from 2010/11, the savings included in the Directorate's Business Strategy and a number of other pressures. A significant proportion of the savings target has already been achieved as a result of work carried out in 2010/11.

### **Environment & Economy: -£0.443m in year directorate variation**

26. Environment & Economy are forecasting an underspend of -£0.443m. The directorate's Business Strategy includes savings of -£13.2m rising to -£31.8m by 2014/15. The delivery of the savings is being monitored by the Directorate's Business Strategy Delivery Board but it is anticipated that the agreed levels of service will be delivered within the budget set.

### Highways & Transport

27. The service is forecasting a break-even position which includes the underspends on the Public Transport contracts and the Integrated Transport Unit's Vehicle Purchasing budget as reported previously.
28. The service is still awaiting invoicing information from bus companies to allow a forecast to be established for concessionary fares. It is now anticipated that this will be available for the next report.

### Growth & Infrastructure

29. The service is forecasting an underspend of -£0.144m an increase of -£0.020m since the last report. This is mainly due to the slippage in the delivery of the Minerals and Waste Framework (-£0.180m). One-off funding was agreed for 2011/12 to fund the work on the Framework. This will be requested to be carried forward to 2012/13 or set aside in a reserve for this purpose during the year.

## CA6

30. Waste Management is forecasting a break-even position. Activity levels overall are currently showing a mixed position compared to the same period last year. As more actual tonnage data becomes available during the year the forecast will become more robust. It is anticipated that the pressure of +£0.070m arising from the revision of the Waste Recycling Strategy will be met within the service.

### Property and Facilities

31. The service is forecasting a variation of -£0.195m a decrease of +£0.123m since the last report. This relates to savings being realised earlier than expected due to the closure of the Cricket Road Centre (-£0.204m). This excludes the potential cost of dilapidation which depends on whether the cost will be revenue or capital. It also includes underspends of -£0.110m on the rental budget and -£0.190m on Facilities Management. The majority of the underspend will be used to fund the consultancy cost associated with the contract re-tendering.
32. Food with Thought are forecasting a trading surplus of £0.400m. This reflects a 5.7% increase in the uptake of meals at the end of June 2011 compared to the same period last year. The intention is that this surplus, plus any remaining School Lunch Grant will be reinvested in the service in agreement with Schools. QCS Cleaning is forecasting a break-even position.

### Oxfordshire Customer Services

33. Oxfordshire Customer Services (OCS) is forecasting an underspend of -£0.133m an increase of -£0.012m since the last report. This relates to Adult Learning and as part of the agreed four-year recovery plan will be used to pay back part of the £0.181m supplementary estimate with the balance repaid in 2012/13. Elsewhere within the service a break even position is being reported and business strategy savings are being delivered or are on target to be delivered.

### **Chief Executive's Office: -£0.053 in year directorate variation**

34. The Chief Executive's Office (CEO) is forecasting a variation of -£0.053m. The Business Strategy savings for CEO (£1.3m) are generally low risk and on target to be delivered in 2011/12.
35. Legal Services continue to forecast an overspend of +£0.100m. As in previous years an increase in the number and complexity of childcare and planning cases is putting a pressure on the service. In addition, external income from Section 106 work has reduced. The service is controlling costs where possible by limiting the use of external counsel.
36. Cabinet approved the first wave of bids for the Big Society totalling £0.282m on 19 July 2011. Further bids for the remaining £0.318m of funding will be considered by Cabinet later this year.

### **Redundancy Costs**

37. As noted in the Provisional Outturn Report £6.958m estimated redundancy costs expected in 2011/12 or later years were accounted for in 2010/11. Actual 2011/12 payments made to the end of July 2011 are £1.079m and will continue to be monitored and reported throughout the year.



## Virements and Supplementary Estimates

38. The virements requested this month are set out in Annex 2a and temporary virements to note in Annex 2d. Previously approved virements in Annex 2b and 2c are available on the internet and in the Member's Resource Centre. Virements requested this month include the revision of the allocation of the DSG income budgets within CEF. This does not constitute a policy change.
39. Annex 2e includes the Local Area Agreement Performance Reward Grant supplementary estimate requests as set out below. Previously agreed supplementary estimate requests are available on the internet and in the Members' Resource Centre.

### Local Area Agreement Performance Reward Grant

40. As set out in the Provisional Outturn Report to Cabinet in June 2011, £0.968m Performance Reward Grant (PRG) relating to the Adult Skills Target was received in March 2011. The £0.678m revenue element (70% of the total) was accounted for in balances and the remaining 30% (£0.290m) held as capital financing at the end of 2010/11.
41. One of the principles agreed for allocating reward grant payment is that 50% should be passed to the organisation/partnerships responsible for delivering the target. The use of the funding is set out in the table below.

	Revenue £m	Capital £m	Total £m
Skills Element	0.339	0.145	0.484
Oxfordshire Community and Voluntary Action (OCVA)	0.062		0.062
Oxfordshire Rural Community Council (ORCC)	0.045		0.045
Broadband Project	0.116	0.050	0.166
District Councils	0.116	0.050	0.166
Unallocated		0.045	0.045
<b>TOTAL</b>	<b>0.678</b>	<b>0.290</b>	<b>0.968</b>

42. Since the original partnership responsible for the Oxfordshire Skills element (the Oxfordshire Area Programme Board) no longer exists Oxfordshire Chief Executives have agreed that the funding should be targeted at those learning communities who were part of the original Oxfordshire Area Programme. These are Blackbird Leys, Greater Leys, Barton, Rose Hill, Littlemore, Ruscote, Grimsbury and Neithrop. The reward grant will be used to build on the work already done to increase the number of people involved in learning and to help them to develop skills that that will enable them to progress into sustainable employment.
43. Cabinet are recommended to agree the supplementary estimate requests to release the revenue element from balances as set out in Annex 2e subject to use by the Council or to be passed to partners.

## Grants Monitoring

44. Annex 7 sets out government grants that are being received in 2011/12. Ringfenced grants totalling £428.100m (including £388.925m of Dedicated

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Schools Grant) are included in Directorate budgets. The table has been updated to show the latest position on amendments to grant allocations included in the budget agreed by Council on 15 February 2011 and new grants that have been notified since then. Changes this month include confirmation of the DSG and Pupil Premium allocations that are set out in paragraph 12. The DSG allocation for 2011/12 has been confirmed to be £386.233m and the Pupil Premium allocation is £3.916m.

### **Bad Debt Write Offs**

45. There were 24 general write offs to the end of July 2011 totalling £7,407. In addition Client Finance has written off 36 debts totalling £26,744.

### **Treasury Management**

#### Lending List Changes

46. The Treasury Management Lending List is included at Annex 8. The following changes have been agreed since the last report to Cabinet on 19 July 2011 in response to uncertainty in the European and international economy.
47. In late July period limits for all counterparties (excluding Barclays, HSBC and Local Authorities) were reduced to a maximum of one year in response to advice received from the Council's treasury advisers. It was also decided to suspend Clydesdale Bank and Crown Agents Bank and add Svenska Handelsbanken to the lending list.
48. Subsequently the lending limits with all UK, Australian, American and Canadian counterparts were reduced to six months (excluding Santander which was reduced to 3 months) and European counterparties to one month.
49. The average cash balance during July 2011 was £261.679m and the average rate of return was 1.12%. The budgeted return for interest receivable on balances invested internally is £2.234m for 2011/12, it is expected that this will be achieved.

### **Part 2 – Balance Sheet**

#### Reserves

50. Annex 4 sets out earmarked reserves brought forward from 2010/11 and the forecast position as at 31 March 2012. Forecast reserves are £82.210m.

#### Balances

51. Annex 5 sets out the current position for general balances taking into account known changes. The balance brought forward from 2010/11 was £14.737m. This includes £0.678m Local Area Agreement (LAA) Performance Reward Grant (PRG) which is held within balances pending the agreement of supplementary estimate requests to release it for use in 2011/12. Forecast balances are currently £15.666m excluding the Performance Reward Grant.
52. After taking account of the overspend reported by Directorates and the overspends on the Council elements of the Pooled budgets, consolidated revenue balances are forecast to be £15.034m (or £14.356m excluding the PRG).

53. As set out in paragraphs 40 to 43 supplementary estimates have been requested to release the revenue element of PRG from balances to use by the Council or to be passed to partners.

### Part 3 – Capital Monitoring

54. The capital monitoring position set out in Annex 9a, shows forecast expenditure of £73.0m in 2011/12 (excluding schools local capital), a decrease of £0.6m compared to the latest approved capital programme. The table below summarises the variations by directorate.

	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Children, Education & Families	32.5	32.2	- 0.3
Social & Community Services	11.5	11.5	0.0
Environment & Economy - Transport	23.2	23.3	+ 0.1
Environment & Economy – Other	6.3	5.9	- 0.4
Chief Executive's Office	0.1	0.1	0.0
<b>Total Directorate Programmes</b>	<b>73.6</b>	<b>73.0</b>	<b>-0.6</b>
Schools Local Capital	7.8	7.8	0.0
<b>Total Capital Programme</b>	<b>81.4</b>	<b>80.8</b>	<b>-0.6</b>

\* Approved by Cabinet on 19 July 2011

55. The major in-year forecast expenditure variations to note for each directorate programme are explained in the following paragraphs and other significant variations are listed in Annex 9b.
56. It is expected that expenditure profiles for a number of major programmes and projects will be revised during September 2011 based on the recently reported risks affecting their delivery timetable. The timing and deliverability of projects across the whole capital programme will also be re-assessed ahead of the capital budget setting process. These revisions are likely to lead to a slippage in the current year capital programme. Work is underway to identify opportunities to bring forward capital works to minimise the level of slippage. These will also be reported as part of the next financial monitoring report.

#### Children, Education & Families

57. In the Children, Education & Families programme minor changes have been made to several projects and minor programmes. While no major adjustments are reported to the in-year spend profiles this month, a number of changes to schemes are expected once key deliverable dates have been reached. A significant variation could be on the Wood Farm project, where reprogramming of works will be required based on the revised project cost and the commencement date for Phase 2/3. It is expected that the revised expenditure profile will be confirmed for the October 2011 Capital Programme update.
58. A revised School Structural Maintenance Programme for 2011/12 has been approved under Capital Financial Procedure Rule 36 by the Leader of the Council. This reflects changes to repair and maintenance priorities and works deemed undeliverable within the current financial year following feasibility studies. The changes mean that available resources are utilised as soon as possible to improve the condition of the school estate.

59. The small value projects to address school places pressures, approximately £1m, are expected to be complete before the start of term in September 2011. There are two projects, totalling approximately £1m, which are expected to be completed later in the year and the schools have contingency plans to accommodate the pupil numbers in September 2011. A number of further schemes are under development and once approved will draw down the remaining £1.3m available in 2011/12.

Environment & Economy - Transport

60. The variations for the Transport programme include a £0.1m reduction in the Speed Limit Review. Majority of the works now complete and there have been substantial cost savings under new framework contract. The funding will be returned to corporate contingencies.
61. New Headington Transport Improvements have increased by £0.1m as a result of the confirmation of £0.135m grant from Sustrans. Work is planned to start in September 2011.
62. The scope of the A422 Ruscote Avenue, Banbury scheme has been extended by £0.1m to include works from the forward programme. The budget increase, which will achieve cost savings overall will be funded from structural maintenance programme contingencies.

Environment & Economy - Other

63. The main variations for the Environment & Economy programme include the Prudential Energy Programme where £0.3m has been brought forward. A revised project appraisal has now been approved to include the installation of solar photovoltaic systems at school sites and the programme is expected to accelerate.
64. £0.2m relating to the Street Lighting Part-Lighting Project has been re-profiled to 2012/13. Changes to electrical network charges, and in particular a reduction in some overnight charges, may impact on the viability of the business case for the project. Further work is required to assess the impact of these changes on both the project and the entire highway network. This will enable the re-assessment of the revenue savings arising from the planned investment and where appropriate the development of a revised business case. This will be reported through the Service & Resource Planning process.
65. There has been a delay in submission of the planning application for Kidlington Waste Recycling Centre. Slippage on the planned construction dates is reflected in the re-profiling of £0.250m to 2012/13.

**Actual & Committed Expenditure**

66. As at the end of July actual capital expenditure for the year to date (excluding schools local spend) was £6.6m. This is 9% of the total forecast expenditure of £73.0m, which is around 7% below the expected position compared to the profile of expenditure in previous years. Actual and committed spend is 41% of the forecast.

## Five Year Capital Programme Update

67. The total forecast 5-year capital programme (2011/12 to 2016/17) is now £394.7m, an increase of £3.8m from the latest capital programme agreed by Cabinet in July. The new schemes and project/programme budget changes requiring Cabinet approval are set out in Annex 9c. The table below summarises the variations by directorate and the main reasons for the increase in the size of the programme are explained in the following paragraphs.

Directorate	Last Approved Total Programme (2011/12 to 2015/16) *	Latest Forecast Total Programme (2011/12 to 2015/16)	Variation
	£m	£m	£m
Children, Education & Families	176.3	176.1	-0.2
Social & Community Services	23.7	23.7	0.0
Environment & Economy - Transport	100.4	104.0	+3.6
Environment & Economy - Other	16.5	16.3	-0.2
Chief Executive's Office	0.1	0.1	0.0
<b>Total Directorate Programmes</b>	<b>317.1</b>	<b>320.3</b>	<b>+3.2</b>
Schools Local Capital	19.1	19.1	0.0
Earmarked Reserves	54.7	55.3	+0.6
<b>Total Capital Programme</b>	<b>390.9</b>	<b>394.7</b>	<b>+3.8</b>

\* Approved by Cabinet on 19 July 2011

68. In the Children, Education & Families programme £0.230m of project contingencies have been released back to the capital programme from projects that have reached completion in accordance with the Council's policy. A further £0.380m from the Banbury New Futures project, which is 100% grant funded, has been removed as the project is expected to be significantly under spent with the specific grant being repaid back to the grant provider.
69. It has been confirmed that although additional permanent capacity at Faringdon Community College is anticipated, this does not require immediate investment as, in the short term, increased 'in-catchment' demand could be met through reducing the number of admissions from outside the school's catchment area. Therefore, the £1.5m project at Faringdon Community College has been removed from the programme following consultation with the Capital Investment Board. This has released £1m back to the capital programme.
70. A programme of £0.92m for Aiming High has been included within the 2011/12 programme with the remaining grant funds allocated to Special Educational Need (SEN), Out of County and various Intervention Hub projects reducing corporate resources requirement for these projects.
71. Additional resources of £0.910m have been allocated to the Wood Farm project to enable Phase 2/3 of the project to commence. This decision was taken under Financial Procedure Rule 36 because of the level of additional resources

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required and given the project is already behind the original schedule by 3 months due to the value engineering works carried out to reduce the projected overspend from £1.3m (May 2011) to its current level (£0.910m). The revised budget provision is £12.660m. The use of contingencies for this project will be monitored and approved centrally to ensure that the scope and budget for Phase 2/3 is strictly managed and that the maximum amount of contingencies are returned back to the capital programme.

72. A proposal to increase the Special Educational Needs (SEN)/Autistic Spectrum Disorder (ASD) provision within the county to meet the Basic Need requirements for SEN/ASD provision was considered by the Capital Investment Board. As a result, Basic Needs resources earmarked for SEN schools (£2.150m) have been combined with the SEN Out of County Provision Programme allocation (£1m), the recently confirmed Aiming High grant (£0.150m) and S106 resources for SEN Provision (£0.450m) to create a budget provision of £3.750m for the proposed Residential School for children on the ASD continuum at the Ormerod Site.
73. The Transport programme has been updated to reflect the confirmation of £2.3m Local Sustainable Transport Capital Grant Funding for Thornhill Park & Ride London Road Bus Lane. £1.2m of developer funding towards Thornhill Park & Ride is also now included and £1.5m has been transferred to these projects from the Transport 'future programme' allocation (approved by Council in February 2011). The total budget for Thornhill Park & Ride is now £4.5m, with an additional £1.0m for the London Road Bus Lane.
74. In the Environment & Economy programme the Bampton Community Facility co-location project is now complete and the main contract has come in under the estimated budget. Project contingencies are also not required. £0.188m total project savings have been returned to corporate contingencies (earmarked reserves).

## RECOMMENDATIONS

75. **The Cabinet is RECOMMENDED to:**
  - (a) note the report;**
  - (b) approve the virement requests set out in Annex 2a and Supplementary Estimate requests to allocate the Performance Reward Grant set out in Annex 2e and paragraphs 40 to 43;**
  - (c) approve the changes to the Capital Programme set out in Annex 9c.**

### SUE SCANE

**Assistant Chief Executive & Chief Finance Officer**

Background papers: Directorate Financial Monitoring Reports 31 July 2011

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

Lorna Baxter, Acting Head of Corporate Finance  
Tel: (01865) 323971

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Annex 1

Ref	Directorate	BUDGET 2011/12						Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) July 2011 £000 (10)	Actual Expenditure (Net) July 2011 £000 (11)	Variation to Budget July 2011 underspend - overspend + £000 (12)
		Original Budget £000 (3)	Brought Forward from 2010/11 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)						
(1)	(2)											
CEF	Children, Education & Families	Gross Expenditure 540,447	-65	65,752	12	606,146	610,497	4,351	202,591	179,972	-22,619	
		Gross Income -427,630	0	-67,889	0	-495,519	-500,646	-5,127	-165,258	-160,124	5,134	
		<b>112,817</b>	<b>-65</b>	<b>-2,137</b>	<b>12</b>	<b>110,627</b>	<b>109,851</b>	<b>-776</b>	<b>37,333</b>	<b>19,848</b>	<b>-17,485</b>	
SCS	Social & Community Services	Gross Expenditure 260,177	181	-3,914	0	256,444	264,684	8,240	89,122	87,485	-1,637	
		Gross Income -40,735	0	3,486	0	-37,249	-44,497	-7,249	-16,044	-11,897	4,147	
		<b>219,442</b>	<b>181</b>	<b>-427</b>	<b>0</b>	<b>219,196</b>	<b>220,187</b>	<b>991</b>	<b>73,078</b>	<b>75,588</b>	<b>2,511</b>	
EE	Environment & Economy	Gross Expenditure 149,136	1,212	461	0	150,809	158,575	7,766	53,096	42,327	-10,769	
		Gross Income -73,575	0	1,162	0	-72,413	-80,622	-8,209	-26,928	-24,091	2,837	
		<b>75,561</b>	<b>1,212</b>	<b>1,623</b>	<b>0</b>	<b>78,396</b>	<b>77,953</b>	<b>-443</b>	<b>26,168</b>	<b>18,236</b>	<b>-7,932</b>	
CEO	Chief Executive's Office	Gross Expenditure 16,341	912	-342	0	16,911	17,107	196	6,694	6,535	-159	
		Gross Income -8,590	0	248	0	-8,342	-8,590	-248	-3,846	-4,312	-465	
		<b>7,751</b>	<b>912</b>	<b>-93</b>	<b>0</b>	<b>8,570</b>	<b>8,517</b>	<b>-53</b>	<b>2,848</b>	<b>2,224</b>	<b>-624</b>	
	Less recharges within directorate	-27,270				-27,270	-6,685	0			0	
		27,270				27,270	6,685	0			0	
	<b>Directorate Expenditure Total</b>	<b>938,831</b>	<b>2,240</b>	<b>61,958</b>	<b>12</b>	<b>1,003,041</b>	<b>1,044,178</b>	<b>20,552</b>	<b>351,502</b>	<b>316,319</b>	<b>-35,183</b>	
	<b>Directorate Income Total</b>	<b>-523,260</b>	<b>0</b>	<b>-62,993</b>	<b>0</b>	<b>-586,253</b>	<b>-627,670</b>	<b>-20,833</b>	<b>-212,076</b>	<b>-200,423</b>	<b>11,653</b>	
	<b>Directorate Total Net</b>	<b>415,571</b>	<b>2,240</b>	<b>-1,034</b>	<b>12</b>	<b>416,789</b>	<b>416,508</b>	<b>-281</b>	<b>139,427</b>	<b>115,896</b>	<b>-23,531</b>	

Less: DSG funded services overspend (included above)	-337
In-Year Directorate Variation (excluding DSG)	-618
Add: Pooled Budget Overspend	1,927
In-Year Directorate Variation (excluding DSG and including variation on Pooled Budgets)	1,309

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Annex 1

Ref	Directorate	BUDGET 2011/12						Latest Estimate	Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) July 2011	Actual Expenditure (Net) July 2011	Variation to Budget July 2011
		Original Budget	Brought Forward from 2010/11 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	£000 (3)	£000 (4)						
(1)	(2)												
	Contributions to (+)/from (-)reserves	1,872	-2,240	382			14	1,545	1,531				
	Contribution to (+)/from(-) balances	1,619			-12		1,607	1,607	0				
	Pensions - Past Service Deficit Funding	1,500					1,500	1,500	0				
	Capital Financing	38,400		-1,831			36,569	35,319	-1,250				
	Interest on Balances	-1,826					-1,826	-1,826	0				
	Additional funding to be allocated		3,707				3,707	3,707	0				
	<b>Strategic Measures Budget</b>	41,565	-2,240	2,258	-12		41,571	41,852	281				
	Government Grants	-48,520		-1,223			-49,743	-49,743	0				
	<b>Budget Requirement</b>	408,616	0	0	0		408,616	408,616	0				
<b>Total External Financing to meet Budget Requirement</b>													
	Revenue Support Grant	28,844					28,844	28,844	0				
	Business rates	93,316					93,316	93,316	0				
	Council Tax	286,456					286,456	286,456	0				
	Other grant income						0	0	0				
	<b>External Financing</b>	408,616	0	0	0		408,616	408,616	0				
<b>Consolidated revenue balances position</b>													
	Forecast County Fund Balance (Annex 5)							15,666	15,666				
	Variation of OCC elements of the OP&PD and LD Pooled Budgets							-1,773	-1,773				
	In-year directorate variation to be met from (-) or transferred to (+) Carry Forward Reserve							281	281				
								<b>14,174</b>	<b>14,174</b>				
<b>KEY TO TRAFFIC LIGHTS</b>													
<b>Balanced Scorecard Type of Indicator</b>													
	Budget	On track to be within +/- 2% of year end budget											
		On track to be within +/- 5% of year end budget											
		Estimated outturn showing variance in excess of +/- 5% of year end budget											



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Ref	Directorate	BUDGET 2011/12							Projected Year end Variation underspend - overspend + £000 (9)	Actual Expenditure (Net) July 2011 £000 (11)	Variation to Budget July 2011 underspend - overspend + £000 (12)
		Original Budget £000 (3)	Brought Forward from 2010/11 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)	Outturn Forecast Year end Spend/Income £000 (8)	Profiled Budget (Net) July 2011 £000 (10)			
(1)	(2)										
<b>CEF1</b>	<b>Education &amp; Early Intervention</b>										
	Gross Expenditure	93,630	-65	1,192	0	94,757		-309	24,327	-6,325	
	Gross Income	-40,488	0	-1,320	0	-41,808		0	-13,658	-449	
		<b>53,142</b>	<b>-65</b>	<b>-128</b>	<b>0</b>	<b>52,949</b>		<b>-309</b>	<b>10,669</b>	<b>-6,774</b>	
<b>CEF2</b>	<b>Children's Social Care</b>										
	Gross Expenditure	46,510	0	441	12	46,963		-663	12,615	-2,863	
	Gross Income	-4,563	0	-2,138	0	-6,701		0	-1,135	995	
		<b>41,947</b>	<b>0</b>	<b>-1,697</b>	<b>12</b>	<b>40,262</b>		<b>-663</b>	<b>11,481</b>	<b>-1,869</b>	
<b>CEF3</b>	<b>Quality &amp; Compliance</b>										
	Gross Expenditure	24,342	0	116	0	24,458		196	7,905	-190	
	Gross Income	-6,593	0	-428	0	-7,021		0	-2,429	-89	
		<b>17,749</b>	<b>0</b>	<b>-312</b>	<b>0</b>	<b>17,437</b>		<b>196</b>	<b>5,476</b>	<b>-279</b>	
<b>CEF4</b>	<b>Schools</b>										
	Gross Expenditure	381,092	0	64,003	0	445,095		0	135,124	-13,240	
	Gross Income	-381,113	0	-64,003	0	-445,116		0	-142,901	4,676	
	Less recharges within directorate	-21	0	0	0	-21		0	-7,777	-8,564	
		-5,127				-5,127		0		0	
		5,127				5,127		0		0	
	<b>Directorate Expenditure Total</b>	<b>540,447</b>	<b>-65</b>	<b>65,752</b>	<b>12</b>	<b>606,146</b>		<b>-776</b>	<b>179,972</b>	<b>-22,619</b>	
	<b>Directorate Income Total</b>	<b>-427,630</b>	<b>0</b>	<b>-67,889</b>	<b>0</b>	<b>-495,519</b>		<b>0</b>	<b>-160,124</b>	<b>5,134</b>	
	<b>Directorate Total Net</b>	<b>112,817</b>	<b>-65</b>	<b>-2,137</b>	<b>12</b>	<b>110,627</b>		<b>-776</b>	<b>19,848</b>	<b>-17,485</b>	
Less: DSG funded services overspend (included above)										<b>-337</b>	
In-Year Directorate Variation (excluding DSG)										<b>-1,113</b>	

**DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)**

CEF1	Education & Early Intervention	30,442				30,442		337		
CEF2	Children's Social Care	1,771				1,771		0		
CEF3	Quality & Compliance	6,500				6,500		0		
CEF4	Schools	348,090				348,090		0		
	<b>Total Gross</b>	<b>386,803</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>386,803</b>		<b>337</b>		

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Annex 1b

Ref	Directorate	BUDGET 2011/12							Projected Year end Variation underspend - overspend + £000 (9)	Profilled Budget (Net) July 2011 £000 (10)	Actual Expenditure (Net) July 2011 £000 (11)	Variation to Budget July 2011 underspend - overspend + £000 (12)
		Original Budget £000 (3)	Brought Forward from 2010/11 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)	Outturn Forecast Year end Spend/Income £000 (8)					
(1)	(2)											
<b>SCS1</b>	<b>Adult Social Care</b>											
	Gross Expenditure	195,429	0	-707	0	194,722		1,144	64,951	64,247	-704	
	Gross Income	-45,284	0	92	0	-45,192		0	-15,065	-10,660	4,405	
		<b>150,145</b>	<b>0</b>	<b>-615</b>	<b>0</b>	<b>149,530</b>		<b>1,144</b>	<b>49,886</b>	<b>53,587</b>	<b>3,701</b>	
<b>SCS2</b>	<b>Community Safety</b>											
	Gross Expenditure	29,313	0	251	0	29,564		-100	9,818	8,630	-1,188	
	Gross Income	-1,477	0	-6	0	-1,483		0	-495	-467	28	
		<b>27,836</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>28,081</b>		<b>-100</b>	<b>9,323</b>	<b>8,164</b>	<b>-1,160</b>	
<b>SCS3</b>	<b>Quality &amp; Compliance</b>											
	Gross Expenditure	34,511	0	-3,023	0	31,488		-53	10,497	10,544	46	
	Gross Income	-3,754	0	3,434	0	-320		0	-107	-275	-168	
		<b>30,757</b>	<b>0</b>	<b>411</b>	<b>0</b>	<b>31,168</b>		<b>-53</b>	<b>10,390</b>	<b>10,269</b>	<b>-121</b>	
<b>SCS4</b>	<b>Community Services</b>											
	Gross Expenditure	11,797	181	-434	0	11,544		0	3,856	4,064	208	
	Gross Income	-1,093	0	-33	0	-1,126		0	-377	-495	-118	
	Less recharges within directorate	<b>10,704</b>	<b>181</b>	<b>-468</b>	<b>0</b>	<b>10,417</b>		<b>0</b>	<b>3,479</b>	<b>3,569</b>	<b>91</b>	
		-10,873	0			-10,873		0			0	
		10,873	0			10,873		0			0	
	<b>Directorate Expenditure Total</b>	<b>260,177</b>	<b>181</b>	<b>-3,914</b>	<b>0</b>	<b>256,444</b>		<b>991</b>	<b>89,122</b>	<b>87,485</b>	<b>-1,637</b>	
	<b>Directorate Income Total</b>	<b>-40,735</b>	<b>0</b>	<b>3,486</b>	<b>0</b>	<b>-37,249</b>		<b>0</b>	<b>-16,044</b>	<b>-11,897</b>	<b>4,147</b>	
	<b>Directorate Total Net</b>	<b>219,442</b>	<b>181</b>	<b>-427</b>	<b>0</b>	<b>219,196</b>		<b>991</b>	<b>73,078</b>	<b>75,588</b>	<b>2,511</b>	

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**July Financial Monitoring and Business Strategy Delivery Report: Social & Community Services**  
**CABINET - 20 September 2011**  
**Budget Monitoring**

**Pooled Budget Memorandum Accounts**

	OCC Contribution	Health Contribution	Gross Budget	Brought Forward from 2009/10	Net Budget	Forecast Outturn	Projected year-end variation	Projected variation OCC	Projected variation PCT
Older People's Pooled Budgets	80,389	24,843	105,232	0	105,232	106,904	1,672	73	1,599
Physical Disabilities Pooled Budget	6,736	6,112	12,848	0	12,848	14,626	1,778	1,614	164
Equipment Pooled Budget	827	309	1,136	0	1,136	1,414	278	163	115
<b>Older People's, Physical Disabilities and Equipment Pooled Budget</b>	<b>87,952</b>	<b>31,264</b>	<b>119,216</b>	<b>0</b>	<b>119,216</b>	<b>122,944</b>	<b>3,728</b>	<b>1,850</b>	<b>1,878</b>
<b>Learning Disabilities Pooled Budget</b>	<b>63,820</b>	<b>11,959</b>	<b>75,779</b>	<b>0</b>	<b>75,779</b>	<b>75,870</b>	<b>91</b>	<b>77</b>	<b>14</b>

Note: Contributions to the pool are shown within gross expenditure figures above for the relevant division of service

July Financial Monitoring and Business Strategy Delivery Report: Environment & Economy  
 CABINET - 20 September 2011  
 Budget Monitoring

Ref	Directorate	BUDGET 2011/12							Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) July 2011 £000 (10)	Actual Expenditure (Net) July 2011 £000 (11)	Variation to Budget July 2011 underspend - overspend + £000 (12)
		Original Budget £000 (3)	Brought Forward from 2010/11 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)	Outturn Forecast Year end Spend/Income £000 (8)					
(1)	(2)											
EE1	<b>Highways &amp; Transport</b>											
	Gross Expenditure	54,889	0	-73	0	54,816	0	18,272	9,707	8,565		
	Gross Income	-11,521	0	-27	0	-11,548	0	-3,849	-3,069	780		
		<b>43,368</b>	<b>0</b>	<b>-101</b>	<b>0</b>	<b>43,267</b>	<b>0</b>	<b>14,422</b>	<b>6,637</b>	<b>-7,785</b>		
EE2	<b>Sustainable Development</b>											
	Gross Expenditure	28,330	0	-274	0	28,056	-144	9,442	7,019	-2,423		
	Gross Income	-1,518	0	130	0	-1,388	0	-517	-336	181		
		<b>26,812</b>	<b>0</b>	<b>-143</b>	<b>0</b>	<b>26,669</b>	<b>-144</b>	<b>8,925</b>	<b>6,683</b>	<b>-2,242</b>		
EE3	<b>Property Asset Management</b>											
	Gross Expenditure	18,651	0	8,836	0	27,487	-195	9,162	8,787	-376		
	Gross Income	-19,953	0	-6,869	0	-26,822	0	-8,941	-7,786	1,155		
		<b>-1,302</b>	<b>0</b>	<b>1,967</b>	<b>0</b>	<b>665</b>	<b>-195</b>	<b>222</b>	<b>1,001</b>	<b>779</b>		
EE4	<b>Director's Office</b>											
	Gross Expenditure	6,292	0	-155	0	6,137	29	2,046	1,971	-74		
	Gross Income	0	0	0	0	0	0	0	-27	-27		
		<b>6,292</b>	<b>0</b>	<b>-155</b>	<b>0</b>	<b>6,137</b>	<b>29</b>	<b>2,046</b>	<b>1,945</b>	<b>-101</b>		
EE5	<b>Oxfordshire Customer Services</b>											
	Gross Expenditure	49,183	1,212	-7,873	0	42,522	-133	14,174	14,843	669		
	Gross Income	-48,792	0	7,928	0	-40,864	0	-13,621	-12,873	748		
		<b>391</b>	<b>1,212</b>	<b>55</b>	<b>0</b>	<b>1,658</b>	<b>-133</b>	<b>553</b>	<b>1,970</b>	<b>1,417</b>		
	Less recharges within directorate	-8,209				-8,209	0			0		
		8,209				8,209	0			0		
	<b>Directorate Expenditure Total</b>	<b>149,136</b>	<b>1,212</b>	<b>461</b>	<b>0</b>	<b>150,809</b>	<b>-443</b>	<b>53,096</b>	<b>42,327</b>	<b>-10,769</b>		
	<b>Directorate Income Total</b>	<b>-73,575</b>	<b>0</b>	<b>1,162</b>	<b>0</b>	<b>-72,413</b>	<b>0</b>	<b>-26,928</b>	<b>-24,091</b>	<b>2,837</b>		
	<b>Directorate Total Net</b>	<b>75,561</b>	<b>1,212</b>	<b>1,623</b>	<b>0</b>	<b>78,396</b>	<b>-443</b>	<b>26,168</b>	<b>18,236</b>	<b>-7,932</b>		

July Financial Monitoring and Business Strategy Delivery Report: Chief Executive's Office  
 CABINET - 20 September 2011  
 Budget Monitoring

Ref	Directorate	BUDGET 2011/12							Projected Year end Variation underspend - overspend + £000 (9)	Outturn Forecast Year end Spend/Income £000 (8)	Profiled Budget (Net) July 2011 £000 (10)	Actual Expenditure (Net) July 2011 £000 (11)	Variation to Budget July 2011 underspend - overspend + £000 (12)
		Original Budget £000 (3)	Brought Forward from 2010/11 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)							
(1)	(2)												
CEO1	<b>Chief Executive &amp; Business Support</b>												
	Gross Expenditure	1,837	130	-238	0	1,729	0	1,729	1,708	577	475	-102	
	Gross Income	-813	0	4		-809		-809	-813	-270	-268	2	
		<b>1,024</b>	<b>130</b>	<b>-234</b>	<b>0</b>	<b>920</b>		<b>920</b>	<b>895</b>	<b>307</b>	<b>206</b>	<b>-100</b>	
CEO2	<b>Human Resources</b>												
	Gross Expenditure	1,661	303	180	0	2,144	0	2,144	2,144	714	608	-106	
	Gross Income	-1,711	0	0		-1,711		-1,711	-1,711	-570	-654	-84	
		<b>-50</b>	<b>303</b>	<b>180</b>	<b>0</b>	<b>433</b>		<b>433</b>	<b>433</b>	<b>144</b>	<b>-46</b>	<b>-191</b>	
CEO3	<b>Corporate Finance &amp; Internal Audit</b>												
	Gross Expenditure	2,359	40	-9	0	2,390	0	2,390	2,364	797	794	-3	
	Gross Income	-2,308	0	16		-2,292		-2,292	-2,308	-764	-763	1	
		<b>51</b>	<b>40</b>	<b>7</b>	<b>0</b>	<b>98</b>		<b>98</b>	<b>56</b>	<b>33</b>	<b>31</b>	<b>-2</b>	
CEO4	<b>Law &amp; Governance Services</b>												
	Gross Expenditure	6,735	307	-46	0	6,996	0	6,996	7,011	2,369	2,435	66	
	Gross Income	-4,103	0	0		-4,103		-4,103	-4,103	-1,413	-1,779	-366	
		<b>2,632</b>	<b>307</b>	<b>-46</b>	<b>0</b>	<b>2,893</b>		<b>2,893</b>	<b>2,908</b>	<b>956</b>	<b>656</b>	<b>-300</b>	
CEO5	<b>Strategy &amp; Communications</b>												
	Gross Expenditure	2,996	132	-1	0	3,127	0	3,127	3,127	1,042	1,052	10	
	Gross Income	-2,488	0	0		-2,488		-2,488	-2,488	-829	-846	-17	
		<b>508</b>	<b>132</b>	<b>-1</b>	<b>0</b>	<b>639</b>		<b>639</b>	<b>639</b>	<b>213</b>	<b>206</b>	<b>-7</b>	
CEO6	<b>Corporate &amp; Democratic Core</b>												
	Gross Expenditure	3,814	0	-228	0	3,586	0	3,586	3,814	1,196	1,171	-25	
	Gross Income	-228	0	228		0		0	-228	0	0	0	
	Less recharges within directorate	<b>3,586</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,586</b>		<b>3,586</b>	<b>3,586</b>	<b>1,196</b>	<b>1,171</b>	<b>-25</b>	
		-3,061				-3,061		-3,061	-3,061	0	0	0	
		3,061				3,061		3,061	3,061	0	0	0	
	<b>Directorate Expenditure Total</b>	<b>16,341</b>	<b>912</b>	<b>-342</b>	<b>0</b>	<b>16,911</b>	<b>0</b>	<b>16,911</b>	<b>17,107</b>	<b>6,694</b>	<b>6,535</b>	<b>-159</b>	
	<b>Directorate Income Total</b>	<b>-8,590</b>	<b>0</b>	<b>248</b>	<b>0</b>	<b>-8,342</b>	<b>0</b>	<b>-8,342</b>	<b>-8,590</b>	<b>-3,846</b>	<b>-4,312</b>	<b>-465</b>	
	<b>Directorate Total Net</b>	<b>7,751</b>	<b>912</b>	<b>-93</b>	<b>0</b>	<b>8,570</b>	<b>0</b>	<b>8,570</b>	<b>8,517</b>	<b>2,848</b>	<b>2,224</b>	<b>-624</b>	

July Financial Monitoring and Business Strategy Delivery Report  
CABINET - 20 September 2011

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Annex 2a

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
CEF	Sep	Transfer part of carry forward amount	CEF1-41	Educational Transformation & Effectiveness	T	0.0	200.0	0.0	0.0
		Transfer Ox 14-19 Strategy budget to Business & Skills	CEF1-53 CEF1-41	Admissions & Transport Educational Transformation & Effectiveness	T P	-200.0 -651.4	0.0	286.3	0.0
		Safeguarding post moved to Children's Social Care	CEF1-6	Business & Skills (Previously 14-19 Team Transfer))	P	0.0	651.4	0.0	-286.3
		Correction of Management base budget	CEF1-34 CEF2-4 CEF1-1	Engagement in Education, Employment & Training (EETT) Safeguarding & Quality Assurance Management & Central Costs	P P P	-48.0 0.0 -16.1	0.0 48.0 0.0	0.0 0.0 0.0	0.0 0.0 0.0
		Outdoor Education Centre budget update	CEF1-31 CEF1-41	Early Intervention Hubs Educational Transformation & Effectiveness	P P	0.0 -207.0	16.1 132.0	0.0 112.1	0.0 -37.1
		DSG/Primary Strategy	CEF1-41	Educational Transformation & Effectiveness	P	-461.4	0.0	461.4	0.0
		EL2030 to become Accreditation & Opportunities	CEF4-1 CEF1-31	Delegated Budgets (Indicative) Early Intervention Hubs	P P	-18,198.5 -57.6	18,659.9 0.0	0.0 0.0	-461.4 0.0
		Budget for September to March for Early Intervention Service - reverse incorrect reporting in Annex 2a April MMR	CEF1-33 CEF1-23	Youth & Inclusion Services Identification & Assessment	P T	0.0 0.0	57.6 0.0	0.0 7.5	0.0 0.0
		Budget for September to March for Early Intervention Service - amended entries	CEF1-33 CEF1-23	Youth & Inclusion Services Identification & Assessment	T T	0.0 -7.5	0.0 0.0	112.6 0.0	0.0 0.0
		Full year virement for Children Centre & Childcare staffing Budgets 11/12 - reverse incorrect reporting in Annex 2a April MMR	CEF1-33 CEF1-32	Youth & Inclusion Services Children's Centres and Childcare	T P	-112.6 0.0	0.0 0.0	0.0 1,220.1	0.0 0.0

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
CEF	Sep	Full year virement for Children Centre & Childcare staffing Budgets 11/12 - amended entries	CEF1-32	Children's Centres and Childcare	P	-1,220.1	0.0	0.0	0.0
		Part year adjustment for Children Centre & Childcare staffing Budgets 11/12 - reverse incorrect reporting in Annex 2a April MMR	CEF1-32	Children's Centres and Childcare	T	0.0	0.0	0.0	-508.4
		Part year adjustment for Children Centre & Childcare staffing Budgets 11/12 - amended entries	CEF1-32	Children's Centres and Childcare	T	0.0	508.4	0.0	0.0
		Old Youth Offending Service 'Diversion' budget into Early Intervention Service - reverse incorrect reporting in Annex 2a May MMR	CEF2-6	Youth Offending Service	P	0.0	0.0	75.3	0.0
		Old Youth Offending Service 'Diversion' budget into Early Intervention Service - amended entries	CEF2-6	Youth Offending Service	P	-75.3	0.0	0.0	0.0
		Part year adjustment for April to August relating to Old Youth Offending Service Diversion budget into Early Intervention Service - reverse incorrect reporting in Annex 2a May MMR	CEF1-31	Early Intervention Hubs	T	0.0	0.0	0.0	-25.7
		Part year adjustment for April to August relating to Old Youth Offending Service Diversion budget into Early Intervention Service - amended entries	CEF1-31	Early Intervention Hubs	T	0.0	25.7	0.0	0.0
		Reorganisation of the Youth, Engagement & Opportunities service cost centres	CEF1-31	Early Intervention Hubs	P	-3.0	131.9	0.0	-37.5
			CEF1-33	Youth & Inclusion Services	P	-134.9	6.0	37.5	0.0

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
CEF	Sep	2011/12 budgets for Early Intervention Service (Behaviour, Inclusion & Attendance)	CEF1-31	Early Intervention Hubs	T	-216.6	392.7	51.5	0.0
			CEF1-34	Engagement in Education, Employment & Training (EEET)	T	-258.7	0.0	31.1	0.0
		SNAST Budget Update (Special Needs Advisory Support Teacher Service)	CEF1-41	Educational Transformation & Effectiveness	P	-89.4	56.1	33.3	0.0
		Salary budget from CEF to L&D reflecting staff transfers - change of cost centre for Early Years side	CEF1-41	Educational Transformation & Effectiveness	P	-40.4	40.4	0.0	0.0
		DSG Budget Virement (1)	CEF1-21	Special Educational Needs (SEN)	P	-489.6	5.3	466.4	-11.4
			CEF1-22	SEN Support Services (SENS)	P	0.0	0.0	6.9	-259.9
			CEF1-41	Educational Transformation & Effectiveness	P	-7,907.8	646.6	8,016.3	-626.0
			CEF3-2	Children, Education & Families Support Service Recharges	P	0.0	0.0	0.0	-66.1
			CEF3-4	DSG Income	P	0.0	0.0	219.3	0.0
			CEF4-1	Delegated Budgets (Indicative)	P	-1,733.1	1,993.7	1,733.1	-1,993.7
			CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	P	0.0	5,893.3	0.0	-5,893.3
			CEF4-3	Devolved Schools Costs	P	0.0	3,349.7	0.0	-3,349.7
		Reorganisation of Children's Centre & EIS Budgets	CEF1-23	Identification & Assessment	P	-521.9	0.0	0.0	0.0
			CEF1-31	Early Intervention Hubs	P	-475.1	589.9	0.0	0.0
			CEF1-32	Children's Centres and Childcare	P	0.0	490.0	0.0	-55.2
			CEF1-33	Youth & Inclusion Services	P	-68.0	0.0	0.0	0.0
			CEF1-41	Educational Transformation & Effectiveness	P	-14.8	0.0	55.2	0.0
		Child workforce staff to Raising Achievement	CEF1-41	Educational Transformation & Effectiveness	P	0.0	101.1	0.0	0.0
		Increase in DSG due to latest pupil numbers	CEF3-6	Commissioning & Performance	P	-101.1	0.0	0.0	0.0
			CEF4-3	Devolved Schools Costs	P	0.0	160.8	0.0	-160.8



CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
CEF	Sep	Reorganisation of the Behaviour, Inclusion & Attendance service cost centres	CEF1-31	Early Intervention Hubs	P	0.0	318.2	0.0	-306.6
		Behaviour, Inclusion & Attendance cost centre changes	CEF1-31	Early Intervention Hubs	P	-130.7	821.5	255.1	0.0
		Service restructure 2011/12 - reverse reporting in Annex 2a May MMR as part of the drag and drop is no longer required	CEF2-4	Engagement in Education, Employment & Training (EEET)	P	-821.5	130.7	0.0	-255.1
		DSG Budget Virement (2) - change to cost centre	CEF1-41	Safeguarding & Quality Assurance	P	0.0	147.0	0.0	0.0
		Correction of full year Information, Advice & Guidance required budget (non staff)	CEF3-6	Commissioning & Performance	P	-147.0	0.0	0.0	0.0
		April to August Integrated Youth Support Service budgets for services transferring into new Early Intervention Service - reverse incorrect reporting in Annex 2a April MMR	CEF1-31	Educational Transformation & Effectiveness	P	0.0	0.0	25.0	-25.0
		April to August Integrated Youth Support Service budgets for services transferring into new Early Intervention Service - amended entry	CEF1-31	Early Intervention Hubs	P	0.0	78.0	0.0	0.0
		Funding for Day 6 provision	CEF1-41	Youth & Inclusion Services	P	-80.0	2.0	0.0	0.0
		SEN Therapy - Budget Tidy	CEF1-21	Youth Offending Service	T	-247.7	0.0	0.0	0.0
			CEF1-22	Early Intervention Hubs	T	0.0	247.7	0.0	0.0
			CEF4-3	Educational Transformation & Effectiveness	P	0.0	98.9	0.0	-98.9
			CEF1-21	Devolved Schools Costs	P	-98.9	0.0	98.9	0.0
			CEF1-22	Special Educational Needs (SEN)	P	0.0	93.7	0.0	0.0
			CEF1-22	SEN Support Services (SENS)	P	-93.7	0.0	0.0	0.0

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000	
CEF	Sep	DSG Budget Virement	CEF1-41	Educational Transformation & Effectiveness	P	-464.0	0.0	464.0	0.0	
		Deletion of service manager post. Vire budget to Head of Service Cost centre.	CEF4-3	Devolved Schools Costs	P	0.0	464.0	0.0	-464.0	
			CEF2-1	Management & Central Costs	P	0.0	57.1	0.0	0.0	
		Transfer budget in respect of PVI (Private, Voluntary & Independent) Rural Protection	CEF2-21	Placement & Care Costs	P	-57.1	0.0	0.0	0.0	
			CEF1-51	Early Years Sufficiency & Access	P	0.0	25.0	0.0	0.0	-25.0
		Major budget tidy to Mainstream Transport budgets	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	P	-25.0	0.0	25.0	0.0	0.0
			CEF1-53	Admissions & Transport	P	-3,078.3	3,015.7	62.6	0.0	
		Major budget tidy to Special Transport budgets	CEF1-53	Admissions & Transport	P	-702.0	698.9	3.0	0.0	
			CEF1-53	Admissions & Transport	P	-27.0	64.3	0.0	-37.3	
		Major budget tidy to Transport Other budgets	CEF1-53	Admissions & Transport	P	-2,703.6	2,670.6	33.5	-0.5	
			CEF2-21	Placement & Care Costs	P	0.0	7.0	0.0	0.0	
		Contribution towards new Senior Practitioner post	CEF2-33	Assessment	P	-7.0	0.0	0.0	0.0	
			CEF1-33	Youth & Inclusion Services	P	-1,473.7	134.5	47.3	0.0	
		SCS	Sep	Transfer of Community Development and Volunteering to Commissioning	CEF1-34	Engagement in Education, Employment & Training (EEET)	P	0.0	1,292.0	0.0
SCS1-1C	Social Work & Commissioning				P	0.0	212.9	0.0	0.0	
Childrens Centre Mobile Funding Adjustment - amended entries	SCS4-3			Cultural & Community Development	P	-212.9	0.0	0.0	0.0	
	SCS4-1			Library Service	P	-0.7	7.4	0.0	-6.6	

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
SCS	Sep	Childrens Centre Mobile Funding Adjustment - reverse incorrect reporting in Annex 2a April MMR LD agreed to vire funding for Brokerage to Locality Teams in Adult Social Care. This will reduce the OCC contribution to the LD Pool.	SCS4-1	Library Service	P	0.0	0.0	7.4	-7.4
			SCS1-1C	Social Work & Commissioning	P	0.0	76.9	0.0	0.0
			SCS1-2B	Social Work & Commissioning	P	-76.9	0.0	76.9	0.0
			SCS1-2C	Pooled Budget Contribution	P	-76.9	0.0	0.0	0.0
			SCS1-1A	Prevention & Early Support	P	-39.8	0.0	0.0	0.0
			SCS1-1E	Pooled Budget Contributions	P	0.0	39.8	0.0	0.0
			SCS1-1E	Pooled Budget Contributions	P	0.0	80.0	0.0	0.0
			SCS1-4B	HIV/AIDS	P	-80.0	0.0	0.0	0.0
			SCS1-1A	Prevention & Early Support	P	0.0	3,549.8	0.0	-205.7
			SCS1-1E	Pooled Budget Contributions	P	-3,344.1	0.0	0.0	0.0
			SCS1-1C	Social Work & Commissioning	P	-232.0	0.0	0.0	0.0
			SCS4-3	Cultural & Community Development	P	0.0	232.0	0.0	0.0
			SCS1-2A	Personalisation/Ongoing Support	P	-577.7	567.3	2,324.7	-2,314.3
EE	Sep	Restructuring of budgets due to efficiency savings Staff budget further adjustments 11/12 following restructure	EE1-1	Highways & Transport Management	P	0.0	129.6	0.0	0.0
			EE1-2	Policy & Strategy	P	-78.4	0.0	0.0	0.0
			EE1-32	Operations	P	-27.1	0.0	0.0	0.0
			EE1-4	Customer & Business	P	-24.1	0.0	0.0	0.0
			EE2-51	Funded Projects	P	-121.4	29.8	97.0	-5.5

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
EE	Sep	Remove income & expenditure budgets relating to obsolete posts	EE3-5	Project Delivery	P	-48.2	0.0	48.2	0.0
		Elimination of old differences between recharge budgets and actuals for E&E	EE5-1	Management Team	P	-20.8	19.1	0.0	0.0
			EE5-3	Financial and Management Accounting	P	0.0	0.0	26.0	-26.0
			EE5-4	Human Resources	P	0.0	0.0	0.0	0.0
			EE5-61	ICT Services	P	-47.4	44.2	0.0	0.0
			EE5-66	Service Recharges	P	0.0	0.0	5.3	0.0
			EE5-8	Customer Services	P	-0.3	0.0	0.0	0.0
		Align base budgets to reflect actual income and expenditure	EE3-2	Facilities Management	P	0.0	64.8	0.0	-64.8
		Removing a recharge as the budget will now be permanently vired from Community Safety to Oxfordshire Customer Services	EE5-3	Financial and Management Accounting	P	-6.0	0.0	6.0	0.0
		2011/12 budget virements - changes to the Skills Funding Agency (external contracts)	EE5-9	Adult Learning	P	-2,247.7	2,371.1	772.5	-895.9
		Remove income and expenditure budgets relating to Teachers Pay Grant	EE5-3	Financial and Management Accounting	P	-45.8	0.0	45.8	0.0
			EE5-4	Human Resources	P	-37.3	0.2	37.1	0.0
		Realign capitalised salary income budgets following Annex 3 (EE37) reductions	EE3-3	Operational Asset Management	P	0.0	0.0	0.0	-120.9
			EE3-4	Strategic Asset Management	P	0.0	0.0	61.8	0.0
			EE3-5	Project Delivery	P	0.0	0.0	177.4	-118.3
		Transfer of income budget to NTH380	EE1-1	Highways & Transport Management	P	0.0	0.0	746.0	0.0
			EE1-4	Customer & Business	P	0.0	0.0	0.0	-746.0
		Grade 5 post (0.6 FTE) from Customer Services Centre to ICT re telephony delivery	EE5-61	ICT Services	P	0.0	12.7	0.0	0.0
			EE5-8	Customer Services	P	-12.7	0.0	0.0	0.0

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000			
EE	Sep	New node for budget book purposes Adult Learning transfer of stationery & photocopying budgets to OCS	EE1-2	Policy & Strategy	P	-8,261.4	0.0	0.0	0.0			
			EE1-45 EE5-1	Concessionary Fares Management Team	P P	0.0 0.0	8,261.4 9.1	0.0 0.0	0.0 0.0			
CEO	Sep	Elimination of old differences between recharge budgets and actuals for CEO	EE5-9	Adult Learning	P	-9.1	0.0	0.0	0.0			
			CEO1-1	Chief Executive's Personal Office	P	-3.7	3.7	13.5	0.0			
			CEO2-1	Strategic Human Resources	P	-10.7	7.1	0.0	0.0			
			CEO3-2	Corporate Finance	P	-12.7	10.4	0.0	0.0			
			CEO4-1	Legal Services	P	-8.5	7.1	1.2	0.0			
			CEO4-2	Democratic Services	P	-6.2	4.9	0.0	0.0			
			CEO4-3	Coroner's Service	P	0.0	0.0	0.0	0.0			
			CEO4-8	Registration Service	P	-3.0	2.9	0.0	0.0			
			CEO5-1	Partnership Working	P	-1.7	1.3	0.0	0.0			
			CEO5-4	Policy & Performance	P	-7.9	7.2	0.0	0.0			
			CEO5-6	Consultation and Involvement	P	-0.1	0.0	0.0	0.0			
			CEO5-8	Communications & Marketing	P	-1.7	1.3	0.0	0.0			
			CEO6-1	Corporate Management	P	-14.7	13.0	0.0	0.0			
			CEO6-2	Democratic Representation & Management	P	-198.1	195.2	0.0	0.0			
			Inter-Directorate	Sep	Transfer of pensioner budget from Print Unit Remove Registration income budget Salary budget from CEF to L&D reflecting staff transfers Contribution towards Finance Support	CEO3-5	Berkshire Pensions	P	0.0	3.3	0.0	0.0
						CEO5-9	Print & Design	P	-3.3	0.0	0.0	0.0
CEO4-2	Democratic Services	P				-37.4	11.2	26.2	0.0			
CEF1-41	Educational Transformation & Effectiveness	P				-40.4	0.0	0.0	0.0			
EE5-4	Human Resources	P				0.0	40.4	0.0	0.0			
EE5-3	Financial and Management Accounting	P				0.0	6.0	0.0	0.0			
SCS2-4	Gypsy & Traveller Services	P				-6.0	0.0	0.0	0.0			

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
Inter-Directorate	Sep	Transfer of Family Information Service to Customer Services Centre	CEF3-6	Commissioning & Performance	P	-383.4	0.0	305.2	0.0
			EE5-8	Customer Services	P	0.0	383.4	0.0	-305.2
		Move existing budgets for Finance Business Partners to Corporate Finance	CEO3-2	Corporate Finance	P	0.0	251.8	0.0	0.0
			EE5-3	Financial and Management Accounting	P	-251.8	0.0	0.0	0.0
		Facilities Management post for Early Intervention Hubs (1)	CEF1-31	Early Intervention Hubs	P	-50.0	0.0	0.0	0.0
		Facilities Management post for Early Intervention Hubs (2) - part year adjustment	EE3-2	Facilities Management	P	0.0	50.0	0.0	0.0
			CEF1-31	Early Intervention Hubs	T	0.0	27.1	0.0	0.0
Grand Total			EE3-2	Facilities Management	T	-29.1	2.0	0.0	0.0
						-60,484.3	61,260.8	19,025.3	-19,801.8

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NEW VIREMENTS FOR CABINET TO NOTE

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (-) £000	Income To / Increase (+) £000
EE	Sep	Allocation of budget to match planned costs & income	EE5-4	Human Resources	T	-108.3	32.9	98.2	-22.8
		Customers Services estimated staff costs re Concessionary Fares call handling 11/12	EE1-2	Policy & Strategy	T	-67.0	0.0	0.0	0.0
		One-Off staff costs 11/12	EE5-8 EE1-1 EE1-31	Customer Services Highways & Transport Management Infrastructure & Design	T T T	0.0 -99.7 0.0	67.0 0.0 99.7	0.0 0.0 0.0	0.0 0.0 0.0
CEF	Sep	Bicester Children's Centre Budget Approval	CEF1-32	Children's Centres and Childcare	T	-403.4	404.4	0.0	-1.0
		Budget for Integrated Youth Support Service Strategic Lead for April to May 2011	CEF1-1	Management & Central Costs	T	-16.1	0.0	0.0	0.0
		Children's Centre Budget Approval	CEF2-6 CEF1-32	Youth Offending Service Children's Centres and Childcare	T T	0.0 -162.1	16.1 187.0	0.0 0.0	0.0 -24.9
		Early Intervention Service funded posts are not due until September (1)	CEF1-31	Early Intervention Hubs	T	0.0	29.5	0.0	0.0
		Early Intervention Service funded posts are not due until September (2)	CEF2-6 CEF1-31	Youth Offending Service Early Intervention Hubs	T T	-29.5 -21.6	0.0 29.5	0.0 0.0	0.0 0.0
		Florence Park Children's Centre Budget Approval	CEF2-6 CEF1-32	Youth Offending Service Children's Centres and Childcare	T T	-7.9 -365.4	0.0 372.1	0.0 0.0	0.0 -6.7
		Reversal of Early Intervention Service funded posts not due until September (1)	CEF1-31	Early Intervention Hubs	T	-29.5	0.0	0.0	0.0
		Safeguarding Admin post April to August 2011	CEF2-6 CEF1-31	Youth Offending Service Early Intervention Hubs	T T	0.0 -8.5	29.5 0.0	0.0 0.0	0.0 0.0
		The Orchard Children's Centre Budget Approval	CEF1-34	Engagement in Education, Employment & Training (EEET)	T	0.0	8.5	0.0	0.0
		Willow Tree Children's Centre Budget Approval	CEF1-32 CEF1-32	Children's Centres and Childcare Children's Centres and Childcare	T T	-197.0 -144.3	206.0 146.5	0.0 0.0	-9.1 -2.2
SENS equipment budget	CEF1-22 CEF3-1	SEN Support Services (SENS) Children, Education & Families Management & Central Costs	T T	0.0 -9.7	9.7 0.0	0.0 0.0	0.0 0.0		

NEW VIREMENTS FOR CABINET TO NOTE

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
CEF	Sep	Early Intervention Management - temp budget changes	CEF1-1	Management & Central Costs	T	-82.2	0.0	0.0	0.0
			CEF1-31	Early Intervention Hubs	T	0.0	11.8	0.0	0.0
			CEF1-41	Educational Transformation & Effectiveness	T	0.0	56.3	0.0	0.0
			CEF1-52	School Organisation & Planning	T	0.0	14.0	0.0	0.0
			CEF1-23	Identification & Assessment	T	-248.1	0.0	0.0	0.0
			CEF1-31	Early Intervention Hubs	T	0.0	248.1	0.0	0.0
Inter-Directorate	Sep	Parenting budget for April to August - from Early Intervention funding.  SCS transfer to CEF Continued Professional Development Budget  Temporary funding for Direct Payment monitoring post in Payments Team  Contribution to Corporate Finance training budget  Virement of salary budget from Organisation Development  Workforce initiatives funding 2 apprentices	CEF1-31	Early Intervention Hubs	T	-30.0	0.0	0.0	0.0
			CEF3-6	Commissioning & Performance	T	0.0	30.0	0.0	0.0
			CEF3-6	Commissioning & Performance	T	0.0	9.3	0.0	0.0
			SCS3-1	Resource Management	T	-9.3	0.0	0.0	0.0
			EE5-3	Financial and Management Accounting	T	0.0	27.3	0.0	0.0
			SCS1-1C	Social Work & Commissioning	T	-27.3	0.0	0.0	0.0
			CEO1-1	Chief Executive's Personal Office	T	0.0	7.0	0.0	0.0
			EE5-3	Financial and Management Accounting	T	-7.0	0.0	0.0	0.0
			CEO2-3	Organisational Development	T	-22.2	0.0	0.0	0.0
			EE5-4	Human Resources	T	0.0	22.2	0.0	0.0
			CEO2-3	Organisational Development	T	-10.0	0.0	0.0	0.0
EE5-4	Human Resources	T	0.0	10.0	0.0	0.0			
Grand Total						-2,106.1	2,074.6	98.2	-66.7



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VIREMENTS NOTED IN PREVIOUS REPORTS

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000	
CEF	Jun	Increase salary budget for Independent Chair in North area	CEF2-1	Management & Central Costs	T	-17.5	0.0	0.0	0.0	
	Jul	5/12 budget for the 0.5fte Drugs posts (from the Substance misuse budget which was allocated to the hubs)	CEF2-4	Safeguarding & Quality Assurance	T	0.0	17.5	0.0	0.0	
			CEF1-31	Early Intervention Hubs	T	-15.0	15.0	0.0	0.0	
SCS		Marston/Northway Children's Centre Budget Approval	CEF1-32	Children's Centres and Childcare	T	-170.2	177.7	0.0	-7.5	
		North Oxford Children's Centre Budget Approval	CEF1-32	Children's Centres and Childcare	T	-188.3	191.6	0.0	-3.3	
		Nursery Education Fund Budget for Summer 2011	CEF1-32	Children's Centres and Childcare	T	0.0	45.4	0.0	-45.4	
			CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	T	-45.4	0.0	45.4	0.0	
		The Roundabout Centre Children's Centre Budget Approval	CEF1-32	Children's Centres and Childcare	T	-352.0	359.7	0.0	-7.7	
	Jun	Expenditure and income budgets for Bucks Fire & Rescue contribution to salary	SCS2-1	Fire & Rescue Service	T	0.0	8.0	0.0	-8.0	
	Jul	Set up an income and expenditure budget for income received from the PCT for Carers Breaks	SCS1-3B	Pooled Budget Contributions	T	0.0	39.9	0.0	-39.9	
	Inter-directorate	Jun	Change Fund funding for the Capital Resources part 2 project CFB053	CEO1-2	Change Fund	T	-18.7	0.0	0.0	0.0
		Jul	Change Fund CFB062: E&E Oxfordshire Broadband	EE4-1	Business Improvement	T	0.0	18.7	0.0	0.0
				CEO1-2	Change Fund	T	-20.0	0.0	0.0	0.0
CEO		Change Fund CFB063: ICT - Business Continuity and Disaster Recovery	EE2-3	Economy, Spatial Planning & Climate Change	T	0.0	20.0	0.0	0.0	
			CEO1-2	Change Fund	T	-150.0	0.0	0.0	0.0	
		Change Fund CFB064: Trading Standards Oxon Bucks Partnership	EE3-1	Corporate Property	T	0.0	150.0	0.0	0.0	
			CEO1-2	Change Fund	T	-25.0	0.0	0.0	0.0	
	Jul	Change Fund CFB032: Lead Oxfordshire part 3	SCS2-5	Trading Standards	T	0.0	25.0	0.0	0.0	
			CEO1-2	Change Fund	T	-213.3	0.0	0.0	0.0	
Grand Total			CEO2-3	Organisational Development	T	-1,215.4	1,281.7	45.4	-111.8	

Supplementary Estimates

SUPPLEMENTARY ESTIMATES REQUESTED THIS REPORT

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure From / Decrease (-) £000	Expenditure To / Increase (+) £000	Income From / Decrease (+) £000	Income To / Increase (-) £000
Inter-directorate	Sep	Skills LAA Reward Grant	CEF1-41	Educational Transformation & Effectiveness	T	0.0	339.0	0.0	0.0
		PRG for Broadband project	EE2-3	Economy, Spatial Planning & Climate Change	T	0.0	116.0	0.0	0.0
		PRG for OCVA (Oxfordshire Community Voluntary Association) & ORCC (Oxfordshire Rural Community Council)	CE05-2	Grants	T	0.0	107.0	0.0	0.0
		PRG for District Council Partnerships	CE05-2	Grants	T	0.0	116.0	0.0	0.0
Grand Total						0.0	677.9	0.0	0.0

Directorate	Redundancy Costs 2010/11						Total		
	Funded by Directorate			Funded by Efficiency Reserve					
	Actual Payments made to individuals in year £m	Known payments accrued for in year £m	Estimated Provision £m	Total £m	Actual Payments made to individuals in year £m	Known payments accrued for in year £m		Estimated Provision £m	Total £m
<b>Children, Education &amp; Families</b> - National Strategies & EDAS - Business Strategy - Student Support	0.030	1.255	1.958	1.255 1.958 0.030				0.000 0.000 0.000	3.243
<b>Social &amp; Community Services</b> - Restructure of Adult Social Care - Cultural & Community Development - Community Safety				0.000 0.000 0.000	0.468 0.049 0.067	2.917	0.490	3.875 0.049 0.067	3.991
Oxfordshire Customer Services	0.282			0.282	0.287			0.287	0.569
Chief Executive's Office	0.564			0.564				0.000	0.564
Environment & Economy	0.170	0.338		0.508	0.182			0.182	0.690
<b>Total</b>	<b>1.046</b>	<b>1.593</b>	<b>1.958</b>	<b>4.597</b>	<b>1.053</b>	<b>2.917</b>	<b>0.490</b>	<b>4.460</b>	<b>9.057</b>
Directorate	Redundancy Costs 2011/12						Total		
	Funded by Directorate			Funded by Efficiency Reserve					
	Actual Funded by Directorate £m	Actual costs relating to 2010/11 accrual £m	Actual costs charged against 2010/11 Provision £m	Total £m	Actual Payments made to individuals in year £m	Actual costs relating to 2010/11 accrual £m		Actual costs charged against 2010/11 Provision £m	Total Funded £m
<b>Children, Education &amp; Families</b> - National Strategies & EDAS - Business Strategy - Student Support - Other		0.722 0.081		0.000 0.722 0.000 0.081				0.000 0.000 0.000 0.000	0.803
<b>Social &amp; Community Services</b> - Restructure of Adult Social Care - Cultural & Community Development - Community Safety	0.021 0.006 0.001	0.015		0.021 0.021 0.001	0.173	0.023	0.023	0.216 0.000 0.000	0.259
Oxfordshire Customer Services	0.003			0.003				0.000	0.003
Chief Executive's Office				0.000				0.000	0.000
Environment & Economy	0.352	-0.338		0.014				0.000	0.014
<b>Total</b>	<b>0.383</b>	<b>0.480</b>	<b>0.000</b>	<b>0.863</b>	<b>0.173</b>	<b>0.023</b>	<b>0.020</b>	<b>0.216</b>	<b>1.079</b>

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 EARMARKED RESERVES & PROVISIONS

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Earmarked Reserves	2011/12			Balance at 31 March 2012 £000	Commentary
	Balance at 1 April 2011 £000	Movement			
		Contributions from Reserve £000	Contributions to Reserve £000		
<b>Children, Education &amp; Families</b>					
Primary	12,583			12,583	
Secondary	7,698			7,698	
Special	1,288			1,288	
<b>Sub-total schools' revenue reserves</b>	<b>21,569</b>	<b>0</b>	<b>0</b>	<b>21,569</b>	
School Loans	-1,187			-1,187	
<b>Total schools' reserves</b>	<b>20,382</b>	<b>0</b>	<b>0</b>	<b>20,382</b>	
Schools' Contingency	-14			-14	
Schools' Partnerships	290			290	
Schools' Insurance	265			265	
Youth Management Committee	308			308	
Supply Cover	260			260	
Oxfordshire Rural Children's Centres	18			18	
Safeguarding Board	122			122	
Youth Support Service - computer system	139			139	
Residential Centres	95	-84		11	
Youth Offending Service	147	-147		0	To fund 4.5 FTE members of staff for the year
Joint Use Reserve	171			171	
<b>CEF Directorate Total</b>	<b>22,183</b>	<b>-231</b>	<b>0</b>	<b>21,952</b>	
<b>Social &amp; Community Services</b>					
Cultural Services General	69		59	128	
ICT/Digitisation projects	851		132	983	Provision for updating of software/hardware to maintain an effective library management system.
Vehicle Renewals	107		52	159	
Donations	25	-1		24	
Older People Pooled Budget and Learning	1,424	-1,424		0	Utilisation of Winter Pressures funding.
Disabilities Pooled Budget Reserve					
OSJ Client Income Reserve	64			64	
Personal Budgets	188			188	
S117 Reserve	23			23	
<b>Fire &amp; Rescue</b>					
Securing Water Supplies	27			27	
Protective Clothing	39			39	
Breathing Apparatus Equipment	217			217	
Communications Fund	84			84	
Vehicles	457			457	
IT	160			160	
Rescue Equipment	26			26	

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 EARMARKED RESERVES & PROVISIONS

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Earmarked Reserves	2011/12			Balance at 31 March 2012 £000	Commentary
	Balance at 1 April 2011 £000	Movement			
		Contributions from Reserve £000	Contributions to Reserve £000		
Fire Control	377			377	
Fire Link	139			139	
New Dimensions	25			25	
Emergency Planning Vehicle Renewals	42			42	
Trading Standards	7			7	
Vehicles Replacement Reserve	12			12	
Trading Standards Reserve	198			198	
Gypsy & Traveller Services - Site Refurbishment					
<b>SCS Directorate Total</b>	<b>4,561</b>	<b>-1,425</b>	<b>243</b>	<b>3,379</b>	
<b>Environment &amp; Economy</b>					
Countryside Ascot Park	18			18	
Carbon Reduction	60			60	
SALIX Repayments	129			129	
Highways Winter Maintenance	18			18	
Dix Pit WRC Development	13			13	
Oxfordshire Waste Partnership Joint Reserve	121			121	
Transport	250			250	
Tourism Signs	102			102	
On Street Car Parking	1,093			1,093	Anticipated to have a net nil movement to/from reserve, but it is dependent on the new charges. We could see a contribution to reserve by the end of the year.
Dix Pit Engineering Works	866	-322	167	711	Used to fund construction of cell 3K, Dix Pit
Waste Management	1,913	-2,070	1,937	1,780	Used to support the bid & planning costs of the Waste Treatment Project
Landfill Allowance Trading Scheme	327			327	
Vehicle Renewals	61			61	
Capital Salaries transfer	53			53	
Property Disposal Costs	115			115	
Developer Funding (Revenue)	191			191	
West End Partnership	218	-75		143	
<b>Oxfordshire Customer Services</b>					
Development Reserve	472	-472		0	Used to fund projects which will contribute to the business strategy
Money Management Reserve	40			40	Contingency in case of an overspend if income received is less than budget
Oxfordshire - Buckinghamshire partnership	332	-332		0	To be spent by the partnership
Food with Thought / QCS Cleaning	1,409	-526	300	1,183	To be used to invest in the business plus a contingency for unforeseen costs
Customer Service Centre Reserve	1,883	-1,017		866	Project funding
Schools ICT	10	-10		0	
<b>EE Directorate Total</b>	<b>9,694</b>	<b>-4,824</b>	<b>2,404</b>	<b>7,274</b>	

July Financial Monitoring and Business Strategy Delivery Report  
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 EARMARKED RESERVES & PROVISIONS

CA6

Annex 4

Earmarked Reserves	2011/12				Balance at 31 March 2012 £000	Commentary
	Balance at 1 April 2011 £000	Movement		Balance at 31 March 2012 £000		
		Contributions from Reserve £000	Contributions to Reserve £000			
<b>Chief Executive's Office</b>						
Change Fund	869	-522	308	655		See paragraph 11 of the report This provides cover for any unbudgeted CIPFA trainee costs - pay costs fluctuate according to the qualification level that the current trainees have reached. This will be used for the 2013 election To be used for school audits To be used for refurbishing the Registrtrion buildings and facilities
CIPFA Trainees	36			36		
Council Elections	207			207		
FMSIS Audit	27	-27		0		
Registration Service	180			180		
<b>CEO Directorate Total</b>	<b>1,319</b>	<b>-549</b>	<b>308</b>	<b>1,078</b>		
<b>Corporate</b>						
Insurance Reserve	6,249	-2,400		3,849		
Carry Forward Reserve	9,891	-2,240	281	7,932		
Capital Reserve	16,579			16,579		
Other Reserves	-1			-1		
LABGI Reserve	496			496		
Budget Reserve - Agreed 2009	6,107	-6,107		4,361		
Efficiency Reserve	3,776			6,400		
Prudential Borrowing Reserve	3,885			1,250		
<b>Corporate Total</b>	<b>46,982</b>	<b>-10,747</b>	<b>12,292</b>	<b>48,527</b>		
<b>Total</b>	<b>84,739</b>	<b>-17,776</b>	<b>15,247</b>	<b>82,210</b>		



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Pooled Budgets

Older People, Physical Disabilities and Equipment Pool

Original Budget £m	Latest Budget £m		Forecast Variance July 2011 £m	Forecast Variance May 2011 £m	Change in Variance £m
		<b>Council Elements</b>			
		<b>Older People</b>			
48.717	49.539	Care Homes	+0.102	0	-0.102
31.571	30.850	Community Support Purchasing Budget	-0.029	0	-0.029
<b>80.288</b>	<b>80.389</b>	<b>Total Older People</b>	<b>+0.073</b>	<b>0</b>	<b>+0.073</b>
		<b>Physical Disabilities</b>			
2.546	2.546	Care Homes	+0.371	+0.321	+0.050
4.334	4.190	Community Support Purchasing Budget	+1.243	+1.007	+0.236
<b>6.880</b>	<b>6.736</b>	<b>Total Physical Disabilities</b>	<b>+1.614</b>	<b>+1.328</b>	<b>+0.286</b>
0.910	0.827	Equipment	+0.163	0	+0.163
<b>88.078</b>	<b>87.952</b>	<b>Total Council Elements</b>	<b>+1.850</b>	<b>+1.328</b>	<b>+0.522</b>
		<b>PCT Elements</b>			
26.809	24.843	Older People	+1.599	+1.291	+0.308
4.047	6.112	Physical Disabilities	+0.164	+0.036	+0.128
0.312	0.309	Equipment	+0.115	+0.370	-0.255
<b>31.168</b>	<b>31.264</b>	<b>Total PCT Elements</b>	<b>+1.878</b>	<b>+1.697</b>	<b>+0.181</b>
<b>119.246</b>	<b>119.216</b>	<b>Total Older People, Physical Disabilities and Equipment Pool</b>	<b>+3.728</b>	<b>+3.025</b>	<b>+0.703</b>



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Pooled Budgets

Learning Disabilities Pool

Original Budget £m	Latest Budget £m		Forecast Variance July 2011 £m	Forecast Variance May 2011 £m	Change in Variance £m
		<b>Council Elements</b>			
54.423	51.594	Personal Budgets	+0.077	0	+0.077
12.190	12.624	Other Services	0	0	0
<b>66.613</b>	<b>64.218</b>	<b>Total Council Elements</b>	<b>+0.077</b>	<b>0</b>	<b>+0.077</b>
		<b>PCT Elements</b>			
9.627	9.608	Personal Budgets	+0.014	0	+0.014
2.239	2.351	Other Services	0	0	0
<b>11.866</b>	<b>11.959</b>	<b>Total PCT Elements</b>	<b>+0.014</b>	<b>0</b>	<b>+0.014</b>
<b>78.479</b>	<b>76.177</b>	<b>Total Learning Disabilities Pool</b>	<b>+0.091</b>	<b>0</b>	<b>+0.091</b>

July Financial Monitoring and Business Strategy Delivery Report  
CABINET - 20 SEPTEMBER 2011

Government Grant Details - 2011/12

Directorate	Budget Book	In year Adjustments/ New Allocations previously reported	In year Adjustments/ New Allocations reported this month	Latest Allocation
	£m	£m		£m
Children, Education & Families				
Dedicated Schools Grant	386.803		-0.570	0.000
2011/12 Allocation			2.692	386.233
2010/11 Allocation	3.400		0.516	2.692
Pupil Premium	27.608			3.916
Young People Learning Agency – Sixth Form Funding	0.491			27.608
Young People Learning Agency – SEN	0.640			0.491
Music		0.064		0.704
Youth Justice Board		0.924		0.924
Intensive Interventions Programme (DIÉ)		0.140		0.140
Intensive Interventions Programme (DIÉ) Sector Advisors			0.015	0.015
Children's Centres Payment by Results Pilot			0.078	0.078
Asylum (UASC & Post 18)		1.000		1.000
<b>Total Children, Education &amp; Families</b>	<b>418.942</b>	<b>2.128</b>	<b>2.731</b>	<b>423.801</b>
Social & Community Services				
Workstep Grant		0.275		0.275
<b>Total Social &amp; Community Services</b>	<b>0</b>	<b>0.275</b>		<b>0.275</b>
Environment & Economy				
Skills Funding Agency - Adult Education	3.803			3.803
Natural England	0	0.221		0.221
<b>Total Environment &amp; Economy</b>	<b>3.803</b>	<b>0.221</b>	<b>0</b>	<b>4.024</b>
Strategic Measures				
Early Intervention Grant	21.329	0.094		21.423
Learning Disabilities & Health Reform Grant	19.224			19.224
Fire Revenue Grant	0.183			0.183
Community Safety Fund	0.563	0.004		0.567
Lead Local Flood Authority	0.158			0.158
Extended Rights to Free Travel		0.630		0.630
New Homes Bonus	0	0.491		0.491
Council Tax Freeze Grant	7.063	0.004		7.067
<b>Total Strategic Measures</b>	<b>48.520</b>	<b>1.223</b>	<b>0</b>	<b>49.743</b>
<b>Total Grants</b>	<b>418.942</b>	<b>3.626</b>	<b>2.731</b>	<b>473.819</b>

July Financial Monitoring & Business Strategy Delivery Report  
 CABINET -20 September 2011  
 Oxfordshire County Council's Treasury Management Lending List

Counterparty Name	Lending Limits		Period Limit
	Standard Limit £	Group Limit £	
<b><u>PENSION FUND Call Accounts / Money Market Funds</u></b>			
Santander UK plc - PF A/c			3 months
Lloyds TSB Bank plc - Callable Deposit A/c (OXFORDCCPEN)			6 months
Royal Bank of Scotland Liquidity Select A/c			Overnight
Ignis Sterling Liquidity Fund - (Pension Fund)			6 months
<b><u>Call Accounts / Money Market Funds</u></b>			
Santander UK plc - Capital A/c	20,000,000	20,000,000	3 months
Santander UK plc - Main A/c	20,000,000	20,000,000	3 months
Lloyds TSB Bank plc - Callable Deposit A/c	10,000,000	10,000,000	6 months
Royal Bank of Scotland - Call A/c	20,000,000	20,000,000	Overnight
Goldman Sachs Sterling Liquid Reserves Fund	25,000,000	25,000,000	6 months
Deutsche Managed Sterling Fund	25,000,000	25,000,000	6 months
Prime Rate Sterling Fund	25,000,000	25,000,000	6 months
Ignis Sterling Liquidity Fund - (County Council)	25,000,000	25,000,000	6 months
<b><u>Money Market Deposits</u></b>			
Santander UK plc Time Deposit Facility	20,000,000	20,000,000	3 months
Bank of Montreal	20,000,000	0	6 months
Bank of New York Mellon	20,000,000	0	6 months
Bank of Nova Scotia	20,000,000	0	6 months
Bank of Scotland Plc	10,000,000	10,000,000	6 months
Bank of Scotland Plc (Through Broker)	10,000,000	10,000,000	6 months
Barclays Bank Plc (Through Broker)	20,000,000	20,000,000	6 months
Barclays Bank Plc (Direct)	20,000,000	20,000,000	6 months
BNP Paribas	20,000,000	0	1 month
Canadian Imperial Bank of Commerce	20,000,000	0	6 months
Commonwealth Bank of Australia	25,000,000	0	6 months
Credit Industriel et Commercial (CIC)	15,000,000	0	1 month
Debt Management Account Deposit Facility	100% Portfolio	0	6 months
DnB NOR Bank	10,000,000	0	1 month
English, Welsh and Scottish Local Authorities	25,000,000	0	3 years
HSBC Bank plc	20,000,000	0	6 months

July Financial Monitoring & Business Strategy Delivery Report  
 CABINET -20 September 2011  
 Oxfordshire County Council's Treasury Management Lending List

Counterparty Name	Standard Limit £	Lending Limits		Period Limit
		Group Limit £		
<b>Money Market Deposits</b>				
JP Morgan Chase Bank	20,000,000	0		6 months
Lloyds TSB Bank plc	10,000,000	10,000,000		6 months
National Australia Bank (Through Broker)	20,000,000	20,000,000		6 months
National Australia Bank (Direct)	20,000,000	20,000,000		6 months
National Bank of Canada	10,000,000	0		3 months
Nationwide Building Society	20,000,000	0		6 months
Nordea Bank Finland	20,000,000	0		1 month
Rabobank Group (Through Broker)	25,000,000	25,000,000		1 month
Rabobank Group (Direct)	25,000,000	25,000,000		1 month
Royal Bank of Canada	25,000,000	0		6 months
Royal Bank of Scotland	20,000,000	20,000,000		Overnight
Standard Chartered Bank	20,000,000	0		6 months
Svenska Handelsbanken	20,000,000	0		1 month
Toronto-Dominion Bank	20,000,000	0		6 months

## Capital Programme 2011/12 to 2015/16

## Summary

Directorate	Latest Approved Capital Programme (Cabinet July 2011)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2011)		
	Current Year £'000s	Future Years £'000s	Total £'000s	Current Year £'000s	Future Years £'000s	Total £'000s	Current Year £'000s	Future Years £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	Current Year £'000s	Variation £'000s	Use of Resources Variation %
Children, Education & Families 1 OCC	32,455	143,876	176,331	32,145	143,996	176,141	-310	120	-190	6,203	10,671	19%	52%	34,643	-2,498	-7%
Social & Community Services	11,474	12,240	23,714	11,474	12,240	23,714	0	0	0	376	357	3%	6%	10,521	953	9%
Environment & Economy 1 - Transport	23,254	77,165	100,419	23,336	80,688	104,024	82	3,523	3,605	-286	11,595	-1%	48%	19,261	4,075	21%
Environment & Economy 2 - Other Property Development Programmes	6,285	10,203	16,488	5,910	10,391	16,301	-375	188	-187	285	922	5%	20%	6,522	-612	-9%
Chief Executive's Office	105	20	125	105	20	125	0	0	0	0	0	0%	0%	90	15	17%
Total Directorate Programmes	73,573	243,504	317,077	72,970	247,335	320,305	-603	3,831	3,228	6,578	23,545	9%	41%	71,037	1,933	3%
Schools Local Capital	7,787	11,308	19,095	7,787	11,308	19,095	0	0	0	2,447	0	31%	31%	6,930	857	12%
Unmarked Reserves	0	54,747	54,747	0	55,314	55,314	0	567	567					63	-63	-100%
OVERALL TOTAL	81,360	309,559	390,919	80,757	313,957	394,714	-603	4,398	3,795	9,025	23,545	11%	40%	78,030	2,727	-85%

Financial Monitoring and Business Strategy Delivery Report July 2011 (Cabinet September 2011)  
Capital Programme 2011/12 to 2015/16

In-year Expenditure Forecast Variations

Project/ Programme Name	Previous 2011/12 Forecast * £'000s	Revised 2011/12 Forecast £'000s	Variation £'000s	Comments
<b><u>Children, Education &amp; Families</u></b>				
Existing Demographic Pupil Provision (Basic Needs Programme)	2,204	1,271	-933	Projects being developed. Draw down of budget provision for the projects below.
Oxford, Windale - Phase 1 Internal Alterations (ED784)	0	60	60	
Wantage, Charlton - Phase 1 Extension & Internal Alterations (ED775)	0	405	405	Project Approval ED775. Forecast start Sept 2011. Includes Access & School funding.
Schools Access Initiative Charlton, William Fletcher - Phase 1 Additional Classroom and Internal Alterations (ED782)	1,046 0	966 500	-80 500	
Didcot, Great Western Park - Primary 1 (14 classroom)	250	100	-150	Scheme being developed.
Temporary Classrooms - Replacement & Removal	360	200	-160	
Other small changes			48	Details available on request
<b>CE&amp;F TOTAL IN-YEAR VARIATION</b>			<b>-310</b>	
<b><u>Social &amp; Community Services</u></b>				
<b>S&amp;CS TOTAL IN-YEAR VARIATION</b>			<b>0</b>	

Financial Monitoring and Business Strategy Delivery Report July 2011 (Cabinet September 2011)  
Capital Programme 2011/12 to 2015/16

In-year Expenditure Forecast Variations

Project/ Programme Name	Previous 2011/12 Forecast * £'000s	Revised 2011/12 Forecast £'000s	Variation £'000s	Comments
<b><u>Highways &amp; Transport</u></b>				
Speed Limit Review	162	60	-102	Majority of works now complete. Project cost savings under new framework contract. £90k returned to corporate contingencies. £12k contingency remaining.
New Headington Transport Improvements	361	470	109	£135k funding from Sustrans confirmed. Project appraisal required
Integrated Transport Future Programme- LTP3	430	285	-145	Allocated to schemes through LTP3 (see appendix D).
SVUK Premium Routes	0	130	130	LTP3 scheme - see appendix D. Also includes £5k restricted s106 transferred from appendix B
Carterton, Burford Road Cycle schemes	85	102	17	£20k top from ITB match funds agreed. Scheme cost estimate has increased to £120/130k - to be reviewed to try and bring down.
Other small changes			73	Details available on request
<b>HIGHWAYS &amp; TRANSPORT TOTAL IN-YEAR VARIATION</b>			<b>82</b>	

Financial Monitoring and Business Strategy Delivery Report July 2011 (Cabinet September 2011)  
Capital Programme 2011/12 to 2015/16

In-year Expenditure Forecast Variations

Project/ Programme Name	Previous 2011/12 Forecast * £'000s	Revised 2011/12 Forecast £'000s	Variation £'000s	Comments
<b><u>Environment &amp; Economy (excluding Transport)</u></b>				
Bampton Community Facility	663	503	-160	Complete. Project saving: main contract cost under budget and project contingencies not required
Energy Conservation (Prudentially funded)	20	310	290	Updated project appraisal approved. Spend profile may increase further as further projects are confirmed through the year.
Energy Tax Reduction Programme (Street Lighting)	293	82	-211	Risk to the viability of the business case due to changes in electrical network charges - will be re-assessed and findings reported through the star chamber process. Expenditure profile amended to reflect this.
Kidlington WRC	1,700	1,450	-250	Delay in planning application submission.
Other small changes			-44	Details available on request
<b>E&amp;E (EXCLUDING TRANSPORT) TOTAL IN-YEAR VARIATION</b>			<b>-375</b>	
<b>CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION</b>			<b>-603</b>	

\* As approved by Cabinet 19th July 2011



Financial Monitoring and Business Strategy Delivery Report July 2011 (Cabinet September 2011)  
Capital Programme 2011/12 to 2015/16

New Schemes and Budget Changes

Project/ Programme Name	Previous Total Budget * £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
<b>Children, Education &amp; Families</b>				
<b>New schemes</b>				
Existing Demographic Pupil Provision (Basic Needs Programme)	17,557	14,721	-2,836	Projects being developed. Draw down of budget provision for the projects below. Completed May 2011.
Oxford, Windale - Phase 1 Internal Alterations (ED784)	0	70	70	
Wantage, Charlton - Phase 1 Extension & Internal Alterations (ED775)	0	434	434	Project Approval ED775. Forecast start Sept 2011. Includes Access & School funding. Project Approval ED782. Forecast start Sept 2011.
Yarnton, William Fletcher - Phase 1 Additional Classroom and Internal Alterations (ED782)	0	530	530	
Short Breaks (Aiming High)	0	92	92	Grant funded. CAPB 3 Aug 11
<b>Subtotal new schemes</b>			<b>-1,710</b>	
<b>Budget Changes</b>				
Oxford, Wood Farm - replacement of existing buildings (ED749)	11,750	12,660	910	Phase 1 Complete June 2011. Report to CIB 9 Aug 2011. Additional corporate resources approved by Leader of Council FPR 36.
Burford Community College - 8 Classroom block and drama studio to replace temporary classrooms (ED714)	2,150	2,100	-50	Completed July 2011.
Faringdon Community College - Phase 3; Basic Need provision and replacement of temporary classrooms (conditional approval)	1,500	0	-1,500	Scheme removed - CIB 19 July 2011.
Banbury New Futures Centre (ED735)	3,000	2,600	-400	On-site. Forecast completion Aug 2011. Part project contingency released, 100% specific grant funded.
Woodstock, Marlborough - New Science block & Replacement of Horsa & Temporary Buildings (ED692)	3,703	3,523	-180	Phase 1 complete. Phase 2 complete Apr 2011.
Schools Access Initiative	8,049	7,969	-80	Transfer to Wantage, Charlton Phase 1.
Reducing Out of County Provision for SEN Pupils	1,000	3,750	2,750	CIB Report 9 Aug. Additional resources from Aiming High Capital Grant and S106 contribution, balance from Basic Need Programme.
Other small changes			70	Details available on request
<b>CE&amp;F TOTAL PROGRAMME SIZE VARIATION</b>			<b>-190</b>	
<b>Social &amp; Community Services</b>				
<b>S&amp;CS TOTAL PROGRAMME SIZE VARIATION</b>			<b>0</b>	
<b>Highways &amp; Transport</b>				
<b>New schemes</b>				
London Road Bus Lane	0	1,000	1,000	£0.5m Local Sustainable Transport Grant Funding now confirmed for 2013/14. Also £0.5m from future programme allocation.
SVUK Premium Routes	0	130	130	LTP3 scheme. Also includes £5k restricted s106.
<b>Subtotal new schemes</b>			<b>1,130</b>	
<b>Budget Changes</b>				
Thornhill Park & Ride Extensions	499	4,499	4,000	Full delivery budget now shown. £1.8m Local Sustainable Transport Grant Funding now confirmed for 2012/13. Also £1m from future programme allocation and £1.2m developer funding.
Future Transport Infrastructure Schemes	4,000	2,500	-1,500	
Integrated Transport Future Programme-LTP3	4,160	4,015	-145	Allocated to schemes through LTP3 (see appendix D). Also includes £5k restricted s106 transferred for SVYK Premium routes from appendix B
Carterton, Burford Road Cycle schemes	85	105	20	

Project/ Programme Name	Previous Total Budget * £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
New Headington Transport Improvements	402	537	135	£135k funding from Sustrans confirmed.
A422 Ruscote Avenue, Banbury	724	862	138	} Scope of scheme extended to include works from forward programme (achieving cost savings). Funded from SM programme contingencies.
Surface Treatments	19,599	19,574	-25	
Drainage	5,358	5,300	-58	
Bridges	5,138	5,083	-55	
Other small changes			-35	Details available on request
<b>HIGHWAYS &amp; TRANSPORT TOTAL PROGRAMME SIZE VARIATION</b>			<b>3,605</b>	
<b>Environment &amp; Economy (excluding Transport)</b>				
<b>Budget Changes</b>				
Bampton Community Facility	986	798	-188	Complete. Project saving: main contract cost under budget and project contingencies not required
Other small changes			1	Details available on request
<b>E&amp;E (EXCLUDING TRANSPORT) TOTAL PROGRAMME SIZE VARIATION</b>			<b>-187</b>	
<b>CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION</b>			<b>3,228</b>	

\* As approved by Cabinet 19th July 2011

Division(s): N/A

## **CABINET – 20 SEPTEMBER 2011**

### **BUSINESS STRATEGY & SERVICE RESOURCE PLANNING 2012/13 TO 2016/17**

**Report by the Assistant Chief Executive & Chief Finance Officer**

#### **Introduction**

1. This report is the first in a series on the Business Strategy and Service & Resource Planning process for 2012/13 to 2016/17, providing councillors with information on budget issues for 2012/13 and the medium term. The report presents the known and potential financial issues for 2012/13 and beyond which impact on the existing Medium Term Financial Plan (MTFP), the assumptions on which the current MTFP is based and proposes a process for Service & Resource Planning for 2012/13 including a timetable of events.
2. The referencing system used to assist Cabinet and other members in ensuring that they have all relevant papers relating to the process, has been retained. The referencing system is attached for information at Annex 1.

The following annexes are attached:

Annex 1: Referencing system for Service & Resource Planning papers

Annex 2: Summary of the Corporate Plan Proposals

Annex 3a: Local Government Resource Review Consultation

Annex 3b: 2010/11 Review of Education Capital

Annex 4: Review of Assumptions in the Existing MTFP

Annex 5: Service & Resource Planning timetable for 2012/13

#### **The Council's Business Strategy**

3. The Council's Business Strategy was launched in June 2010. The Strategy identifies the strands of work that together will deliver the cultural and service changes necessary to meet the challenging and changing strategic and financial landscape. The strategy ensures that there is a single focussed overview. The strands of the Strategy are:
  - (a) Changing the way we work
  - (b) Reshaping Management
  - (c) Oxfordshire Customer Services
  - (d) Asset Management
  - (e) Customer Focus
  - (f) Service & Resource Planning
  - (g) Big Society and Community Self-Help

(h) ICT

4. The Directorate Business Strategies provide the links from the various strands to the MTFP.

### **Corporate Plan**

5. The Business Strategy forms part of the wider vision of what the Council is seeking to achieve as set out in the Corporate Plan. Our overarching goal as a council is to ensure 'a thriving Oxfordshire, by maximising growth, enhancing the environment and sharing the benefits of growth as widely as possible'.
6. The Corporate Plan is approved alongside the budget and MTFP by Council each February. The Corporate Plan for 2012/13 to 2016/17 will be approved by Council in February 2012. It is anticipated that our strategic objectives will remain unchanged but are re-articulated through a visual design which is a mechanism of organising and depicting goals and priorities. The Council's overall goal will be achieved through focusing on outcomes grouped into three key 'pillars' that support the goal:
  - Fulfilled People – that are qualified and skilled, achieving their potential, given choice and treated with dignity.
  - Thriving Communities – that are built on the principles of strength and safety, equality and fairness, responsibility and independence.
  - A Great Place – characterised by a thriving economy, effective infrastructure and high-quality, 'clean and green' natural and built environments.
7. The summary of the Corporate Plan Proposals is attached at Annex 2 and it is proposed that this is used for the development of the Corporate Plan for 2012/13 to 2016/17.

### **Government Consultations and other announcements**

8. A number of consultations which will have implications on the Council were launched ahead of the summer recess. They are summarised below with more details set out in Annex 3a and 3b.

### ***Local Government Resource Review***

9. The Government is seeking to replace the current Formula Grant funding system to local authorities by enabling councils to keep a share of the growth in National Non-Domestic Rates (business rates) in their area. One of the main components of Formula Grant is business rates. Business rates are currently collected by district councils and paid into a central pool which is then redistributed as part of Formula Grant.

10. There will be 'tariffs' to remove the surpluses from areas which collect more business rates than they get in Formula Grant (such as Oxfordshire). The income from tariffs will be fed back as 'top-ups' to areas that don't collect enough business rates to replace their Formula Grant.
11. A levy on disproportionate benefits is also proposed. Some areas may experience significant increases in business rates and some of this additional income will be used to compensate areas which experience 'shocks to the system'. For example Oxfordshire could experience a dip in income with the proposed closure of Didcot A power station in 2015.
12. The whole system will be subject to amendment as the total business rates collected exceeds the amount planned for formula grant, and this along with business rate revaluation will mean that there will be a 'reset' after a number of years. Another factor which may require a reset is if the income from business rates is no longer considered to relate to core service costs or needs.
13. The new system will be more volatile. At present we know exactly how much Formula Grant we will get when we fix our budget. Under the new system funding will be harder to predict. It is likely therefore that councils will need to increase their levels of reserves or balances to be able to manage both in-year and year on year fluctuations from planning assumptions.
14. The consultation proposes that different authorities might voluntarily group together to pool their business rate income, tariffs and top-ups and levies. Levies might be reduced by 'pooling' with other authorities. The Districts in a county area and the County might agree to set up a pool together for example.
15. There are a number of implications of operating the system in a two tier area (District and County councils). Districts have most planning powers and so have more control over local development than Counties. Districts are the billing and collection authority for business rates and so have more knowledge of the amounts likely to be collected and their volatility. There will also need to be a mechanism to enable funding to be passed from the Districts to Counties and options are included in the technical papers.
16. The Localism Bill provides a power to reduce business rate bills, funded by the local authority. District councils will have the power to reduce business rates to encourage development. A 1p reduction in business rates across all districts would reduce the amount collected in Oxfordshire by around £6m. Depending on assumptions about the share of losses across councils, this could impact on services such as Older People or the provision of Libraries.
17. Eight technical papers setting out a number of options for each element were published on 19 August 2011, with a closing date of 24 October 2011 for comments. Until the outcome of this latest consultation is known it will

not be possible to fully assess the impact. More details are set out in Annex 3a.

### *Draft National Planning Policy Framework*

18. The draft framework emphasises that significant weight should be placed on the need to support economic growth through the planning system. Each local planning authority (district councils) will be required to produce a Local Plan for its area setting out strategic priorities.
19. In two tier areas, county and district authorities should cooperate with each other on relevant issues such as the provision of infrastructure for transport, minerals and waste. Local planning authorities will be required to demonstrate that cooperation through for example a joint committee or memorandum of understanding.

### *Localising Support for Council Tax in England*

20. This consultation sets out proposals to localise council tax benefit. Currently district councils pay council tax benefit and precise details of the scheme are set by central government. The proposals are for district councils to set up their own schemes and save 10% of expenditure (£480m). Grant funding from central government will continue to pay the costs, but this will reduce to find the savings. The government expects authorities to protect the position of pensioners and vulnerable people which leaves savings being focused onto people of working age.
21. The consultation also states that billing authorities should be able to share any financial pressure as a result of unexpectedly high increases in demand for support with precept authorities. This could have an implication for the County Council.

### *Pensions*

22. The Government has recently begun the consultation process in respect of changes to the public sector pension schemes. These changes are in two parts. Part one is to address the target reductions in Government expenditure included in the 2010 Spending Review, which were based on an average increase of 3.2% in employee contributions. Part two will address the wider issues covered in the report of the Independent Public Service Pensions Commission chaired by Lord Hutton.
23. In terms of employee contributions, the consultation proposals are focussed on the 2012/13 savings, allowing time for alternatives to increasing employee contributions to be identified to deliver the savings required from April 2013 onwards. The Government has recognised the funded nature of the Local Government Pension Scheme (LGPS), and as such will allow alternatives to increases in employee contributions from April 2012.

24. At the time of writing this report, the consultation proposals for the teacher's scheme have been published, but we are still awaiting proposals for the firefighter's and LGPS. The proposed increases in teacher's contributions, effective from April 2012 range from 0% on salaries up to £15,000 to 2.4% on salaries over £112,000. If alternative savings are not identified, the contribution rate for the most senior teachers will rise to 12.4%, an increase of 6%. Nationally, 40% of teachers are paid £32,000 to £40,000, and they will see an increase in their contributions of 1.2% from April 2012, and potentially 3% if alternative savings are not identified.
25. The key risk to the Council's financial planning from these potential increases will be the impact of any widespread opting out from the public sector schemes. If the net contribution from scheme members falls, and the Government seeks to remain within the limits set in the Spending Review, the balance of costs will fall to the Council by way of increased employer contributions. The Council will need to carefully monitor the position going forward.
26. For the LGPS it is not clear whether the Government will legislate to allow an additional Fund Valuation and adjustment of employer rates from April 2012. If not, any changes in the LGPS (whether through employee contributions or otherwise) will not feed through to the Council's budget until April 2014.
27. The wider scheme changes are not expected to be implemented until April 2015. Whilst in principle, these changes should reduce the cost to the Council as an employer; there is a risk that significant levels of opting out could in fact increase costs.

### *Implementation of the 2010/11 Review of Education Capital*

28. Following the cessation of the Building Schools for the Future (BSF) scheme, Sebastian James was commissioned to conduct an independent review into education capital funding, specifically how the DfE could achieve better value for money and improve efficiency in capital investment. The government has provided its initial response to the review, and as a result announced:
29. That an extra £500 million of capital funding will be available during 2011/12 for those local authorities where rising pupil numbers are putting severe pressure on school capacity. Details of how allocations will be made will be provided over the summer and finalised in the autumn.
30. A new privately financed school rebuilding programme has been launched with the aim of rebuilding schools in the very worst state of disrepair. The programme is open to all publicly funded schools. Local authorities, schools, and organisations with responsibility for schools will be able to submit applications for the programme. Applications can be submitted between 3 and 14 October.

31. The launch of a consultation seeking views on the key recommendations from the Independent Review of Education Capital by Sebastian James. Details are set out in Annex 3b.

### *School Funding Reform: Proposals for a Fairer System*

32. This second consultation on School Funding reform follows a consultation on the high level principles of school funding reform which closed in May 2011.
33. The consultation sets out proposals to reform the system so that it is simpler and more transparent. This includes proposals to introduce a new national formula so that money is allocated more consistently across the country, and whether the reforms should be implemented from 2013/14 or in the next spending period. A shadow 2012/13 settlement showing the potential impact of the reforms is expected to be published in spring 2012.
34. The consultation reflects largely what we expected after the initial consultation. Broadly we welcome the intention to address the inequity of similar schools in different areas receiving very different levels of funding, and hope that this will address the very low level of funding per pupil in Oxfordshire. The intention to simplify funding formulae both nationally and locally and increase funding transparency is consistent with the approach taken by our Strategic Review Project, with the caveat that schools are given sufficient transitional protection. The recognition of the need to retain some local flexibility to address local pressures and specific needs is also important.
35. There is still much work to be done considering the detail. There are a number of areas which could potentially cause concern for Oxfordshire including, among many others: the methodology for calculation of an Area Cost Adjustment; how DfE will make their judgement on the right balance between funding for the basic entitlement and funding to support pupils from deprived backgrounds; the costing of the high needs block of funding generally and suggested threshold of £10,000 cost for high needs pupils; and retention of the Minimum Funding Guarantee (MFG) as the means of transitional protection for schools.
36. Due to the range and quality of medical services, Oxfordshire is one of a small minority of authorities which attracts the families of children with pronounced medical difficulties to move to the area. There is no indication in the consultation that Government has yet considered this issue.

### *Local Authority Central Spend Equivalent Grant (LACSEG)*

37. The DfE pays an additional grant, (Local Authorities Central Services Equivalent Grant (LACSEG)) to Academies because there are some central services which maintained schools receive from local authorities which



Academies may either provide themselves or buy back from the local authority. Many of these services are within the Schools Budget and are funded from the Dedicated Schools Grant. Some however are funded through Formula Grant which is general funding for the local authority. The local government finance settlement for 2011/12 and 2012/13 transfers funding out of Formula Grant to reflect that local authorities would no longer be required to provide these services for Academies. The overall transfer nationally is £148m in 2011/12 and £265m in 2012/13. For Oxfordshire the reduction in Formula Grant is £1.470m in 2011/12 and £2.528m in 2012/13. This reduction has been built into our Medium Term Plan.

38. The calculations were based on DfE estimates of 200 schools converting to become Academies each year. These estimates have proven to be far too low and as such the DfE are now consulting on increasing the transfer from local authorities to help meet their additional costs of providing LACSEG to a greater number of Academies.
39. The current transfer is calculated on a pro-rata basis and as such, does not follow the pattern of Academies opening. The consultation is also asking for opinions on how this transfer should be made.
40. The consultation asks whether authorities think the transfer from Formula Grant should be at the same level as the cost to DfE (approx £360-365m in 2011/12 and £580-£680m in 2012/13) or some other level. For Oxfordshire this could equate to a further £2.155m reduction in Formula Grant in 2011/12 and £3.959m in 2012/13.
41. It also asks whether it is more important to have stability of funding (through a pro-rata calculation as above) or to have a transfer based on the pattern of Academies opening. This would require in-year flexibility with the transfer amounts changing throughout the year. The impact for Oxfordshire of transferring funding from Formula Grant based on the methodology in the consultation and actual number of Academies converting in 2011/12 is estimated to be in the region of £1.0m compared to the £1.470m deducted originally and the estimate of £3.625m based on this consultation.
42. Irrespective of the amount the DfE gives to Academies as additional grant for LACSEG, the transfer out of Formula Grant does not reflect the savings to local authorities for ceasing to provide some services to these pupils. Savings to local authorities are likely to be in the region of £15-20per pupil rather than the £220per pupil given to Academies for LACSEG.

### *Commission on the Funding of Care and Support*

43. On 4 July 2011, the Commission, chaired by Andrew Dilnot, published its proposals for the funding of adult social care. The proposals would involve a very radical change in the funding of adult social care. The key recommendations are as follows:

- Individuals' lifetime contributions towards their social care costs – which are currently potentially unlimited – should be capped. After the cap is reached, individuals would be eligible for full state support. This cap should be between £25,000 and £50,000. The Commission considered that £35,000 is the most appropriate and fair figure;
  - The means-tested threshold, above which people are liable for their full care costs, should be increased from £23,250 to £100,000;
  - National eligibility criteria and portable assessments should be introduced to ensure greater consistency; and
  - All those who enter adulthood with a care and support need should be eligible for free state support immediately rather than being subjected to a means test.
42. The Commission estimate that the cost of its proposals - based on a cap of £35,000 - would cost about £1.7 billion nationally.
43. There was widespread support for the proposals. It is understood that the Department of Health is planning to carry out widespread consultation on the proposals during the Autumn. Their response will be reflected in a White Paper on Adult Social Care which will be published next Spring.
44. If the proposals were to go ahead they would have a major impact on the funding of the County Council. Additional resources would need to be made available to meet the additional public costs that will arise.

### *Public Health*

45. The public health function will transfer from PCT's to local authorities in 2013/14, paid as a specific grant based on a 'fair share' formula. Ahead of that, shadow budgets are being published for 2012/13 before the end of the year. The shadow allocations will be important in allowing local authorities to plan for the responsibilities they will take on from April 2013. In addition, responsibility for commissioning all local alcohol and drug misuse services will transfer to local authorities as part of the public health function.
46. The Department of Health are collating information on the baseline spend on public health activity for 2010/11 covering spend from all sources. This will be the first step in determining future public health budgets. To facilitate this we are currently working with the PCT to finalise this information which needs to be submitted by 16 September 2011.

### **Service & Resource Planning Process**

47. Directorate Business Strategies for 2011/12 to 2014/15 were approved by Council in February 2011. Monitoring progress against the delivery of the strategies during 2011/12 has taken place regularly through the Business Strategy Group and quarterly through the business management reporting to CCMT and Cabinet. The quarterly cycle picks up corporate issues not only relating to the business strategies but also relating to the Corporate

Plan, performance management, risk management and project management. Furthermore, the financial aspects are also being reported on a monthly basis through the Financial Monitoring & Business Strategy Delivery reports to Cabinet.

48. As with last year, capital proposals form an integral part of Business Strategy and therefore integral to the Service & Resource Planning process. In addition, this year as part of a corporate landlord approach agreed through last year's process, Property & Facilities will become responsible for all property issues from 2012/13. Property issues including countywide facilities management will therefore need to form an integral part of each Business Strategy.
49. Star Chambers are planned for late September and October. Directorates will be required to set out:
  - An overview of what the Directorate's business will look like by 2014/15 (this may be no different from the current Directorate Business Strategy);
  - Delivery against planned savings and outcomes in the Directorate Business Strategies;
  - How to manage any new external pressures arising (on the basis these will need to be managed within the directorate).
50. An overarching Star Chamber will focus on delivery of the Council's Business Strategy and cross cutting policy issues.
51. Scrutiny Committees will meet to consider detailed budget proposals in December 2011. All Members will be able to observe all of the Scrutiny Committees. Briefing sessions will be held prior the meetings to provide Members with an overview of the latest financial position and the progress to date in relation to the Service & Resource Planning process.
52. The draft Local Government Finance Settlement is expected to be announced in late November. It is anticipated that this will confirm the figures announced alongside the 2011/12 settlement in January 2011.
53. Annex 4 sets out the assumptions in the existing Medium Term Financial Plan.
54. A timetable for Service & Resource Planning is attached at Annex 5.

### **Setting the Medium Term Framework**

55. The Service & Resource Planning process and the MTFP cover a five-year period. It is rolled forward one year each year. This year, there is an additional year added to include 2016/17. This planning period is consistent

with all other relevant plans, including the Corporate Plan and the Capital Programme.

56. The Council is legally required to set a budget for 2012/13 in February 2012. However, whilst it is good practice to set a MTFP, there is no legal requirement to do so. Given the significant changes that are being proposed for 2013/14 and in the absence of any information beyond the Spending Review period into 2015/16 it is proposed that the MTFP for 2015/16 and 2016/17 is draft.

## **Capital Programme Planning**

### *The New Asset Strategy*

57. The Council approved the Asset Strategy which is an important component of the Council's business strategy in February 2011. An implementation programme is currently underway with an aim to
- Reduce the cost of the council's non-schools portfolio by 25%
  - Support and enable working with partners at a local level to reduce the overall size of the public sector estate in Oxfordshire
  - Increase the amount of property that is Fit for Purpose
  - Reduce energy consumption
58. Work is also ongoing to link the strategy with the Locality Reviews and to link with the asset or service strategies for partners and should help to achieve increased co-location and sharing.
59. An updated asset strategy will be reported to the Cabinet in December 2011 and subsequently to the Strategy and Partnerships Scrutiny Committee in January 2012.

### *The Capital Strategy*

60. The Council has a 10 year Capital Strategy which sets out the County Council's capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities. It shows how the Council prioritises, targets and measures the performance of its capital programme. It provides the framework for determining capital spending plans and the effective use of the Council's limited capital resources.
61. This Strategy will be also be reviewed and updated in light of the changing financial and business strategy environments and will be reported to the Scrutiny Committee. The updated Strategy, along with any comments from the Scrutiny Committee, will be reported back to Cabinet in January 2012 and form part of the budget proposals for onward recommendation to Council in February 2012.

## *Capital Programme*

62. The capital programme currently shows a balanced position with sufficient level of contingency across the 5 year period. The first capital programme update in July 2011 confirmed a further £4m of capital resources which are set aside as earmarked reserves to be used as part of the capital budget setting process. This is a comfortable position to start the new service and resource planning period, though the capital budget setting process for 2012/13 is still likely to be challenging.
63. One of the main reasons for this is that the capital funding envelope beyond 2012/13 is still uncertain with ongoing issues about economic prospect in the UK and across the world. There is currently a 10% risk adjustment is applied to the future years' funding estimates as part of the programme planning process. While this approach is prudent and effective in general, some of the ongoing changes to the policy and planning environment within the UK represent a fundamental shift from the present system in terms of determination of capital allocations and priorities.
64. New capital investment pressures, which are linked to these changes to the funding and planning environment and arising from revised business strategies and operational or statutory requirements, are currently emerging. Outline business cases are likely to be brought forward during the coming months to inform the Capital Star Chamber discussion in October 2011.
65. In August 2011, the Capital Investment Board confirmed that the prioritisation principles set out in the Council's Capital Strategy provides a robust framework for debating the relative importance of each proposal and making decisions about the investment priorities in this new environment. These are:
- Priority 1: projects which enable compliance with our legal/ statutory duties including projects which address any infrastructure deficits related to statutory compliance.
  - Priority 2: projects that generate revenue savings through the delivery of the new business strategy or service transformation proposals.
  - Priority 3: projects where a major proportion of the capital from external sources which will be lost if the project fails to go ahead but subject to consideration of future revenue requirements.
  - Priority 4: projects that contribute to the delivery of a smaller property portfolio through increased co-location or space utilisation or adaptation of new ways of working.

- Priority 5: projects that facilitate economic development and housing growth - in particular in priority localities (Banbury, Bicester, Abingdon, Oxford City, Didcot and Carterton).
- Priority 6: projects that address cross-cutting issues, facilitate joint-working with partners or generate new/additional income.

### *The Integrated Planning Approach*

66. The Council considers the capital investment and programming activity as an integral part of the Council's Service & Resource Planning process. In line with this approach, capital implications of service strategies are reviewed in Star Chambers before decisions are made on either revenue or capital. This ensures that the creation of a new asset or investment in the existing assets and infrastructure network is justified through detailed business strategies and delivery models for the service.
67. In addition, each year the Capital Investment Board determines the actions that will be taken as part of the Capital Planning process. The following actions were considered and agreed by the Board to support the 2012/13 financial year:
  - a) The process will focus on controlling the size of the existing capital programme portfolio within an affordable envelope. "Conditional approvals" will be used where there are significant risks around deliverability or cost of the proposals coming forward.
  - b) Directorates are advised to focus on strategic and high-level issues underpinning their service delivery in the medium term and creating large demands on capital resources. They are also given an opportunity to report key operational bottlenecks that could be removed through capital investment.
  - c) Corporately led asset management or transformation programmes will be fully communicated to services to ensure strategic and delivery alignment, in particular there will be a room to support cross-organisational opportunities in the medium term;
  - d) The services continue to review their existing allocations (including the level of investment required for annual programmes) and declare them (or a part of them) as surplus where the capital investment need no longer exist or is reduced, or the business cases are no longer valid;
  - e) Services will identify programme of works to utilise unallocated sums where they exist due to late announcements by government departments. Where they are not needed, they will be returned back to the capital programme to fund the emerging capital investment priorities or pressures. Where possible, their use will be reviewed in the context of utilising them for agreed priorities based on the assessed need;

68. Councillors will also have further opportunities to contribute to capital prioritisation decisions through the Scrutiny Meetings which will be held in December as part of the Service & Resource Planning process.
69. Some decisions on the capital programme may need to be made before February 2012, due to time constraints applied to some of the funding streams or other urgent matters that may affect some projects. All these decisions will be made in accordance with the revised financial procedure rules (agreed by the Council on 14<sup>th</sup> August 2011) and will be reported to councillors on a monthly basis as part of the Financial Monitoring Report.

## **Consultation**

70. Consultation with residents is part of our budget setting process and we take account the views expressed in residents' surveys (Oxfordshire Voice Panel Survey) as well as feedback provided in our budget consultation programme.
71. In addition to high level feedback to inform budget setting the council also carries out detailed consultation exercises to support service change policy decisions, where it is considered appropriate to do so. Examples of these include consultation about proposed changes to services for children and young people and the current consultation on the library service proposals which closes on 30 September 2011.
72. Information about the consultation exercises used to support budget setting and individual policy decisions can be found on the council's [eConsult portal](#) on our website.

## **Equality and Inclusion Implications**

73. The Equality Act 2010 imposes a duty on local authorities that when making decisions of a strategic nature decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
74. As part of the Service & Resource Planning process for 2011/12, the Council produced a general assessment of the impact of the budget on customers ahead of the budget being set in February 2011. This document set out the principles that were being followed, identified the main risks to vulnerable groups and established what actions would be taken to prevent these risks. All significant saving proposals received at least an initial assessment to identify potential risk in advance of the budget being set. Further work has since been undertaken on a number of these assessments as the details of how proposals will be implemented becomes clearer and as feedback is received from consultations. These assessments have been renamed Service & Community Impact Assessments to reflect the view that the Council should be aware of all possible risks and not just those that impact on statutory equality groups.

75. Where any new savings are proposed as part of the Service & Resource Planning process for 2012/13, equality issues will need to be considered from the outset. Services will need to undertake Service and Community Impact Assessments in consideration of their proposals along with the impact on the community.

### **Financial and Legal Implications**

76. This report sets out the Service and Resource Planning process for 2012/13, although it is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Local Government Finance Act 1992 to set a budget requirement for the authority and an amount of Council Tax. This report provides information which when taken together with the future reports up to January 2012 will lead to the budget requirement and Council Tax being agreed in February 2012.

### **RECOMMENDATION**

77. **The Cabinet is RECOMMENDED to:**
- (a) Note the report;**
  - (b) adopt the Summary of the Corporate Plan Proposals at Annex 2 to inform preparation of the Corporate Plan; and**
  - (c) approve the Service and Resource Planning process for 2012/13;**

SUE SCANE  
Assistant Chief Executive & Chief Finance Officer

Contact Officers:  
Sue Scane: Assistant Chief Executive & Chief Finance Officer  
(Tel: 01865 816399)  
Lorna Baxter: Acting Head of Corporate Finance  
(Tel: 01865 323971)  
Arzu Ulusoy-Shipstone: Capital, Strategy & Transformation Manager  
(Tel: 07824 416661)

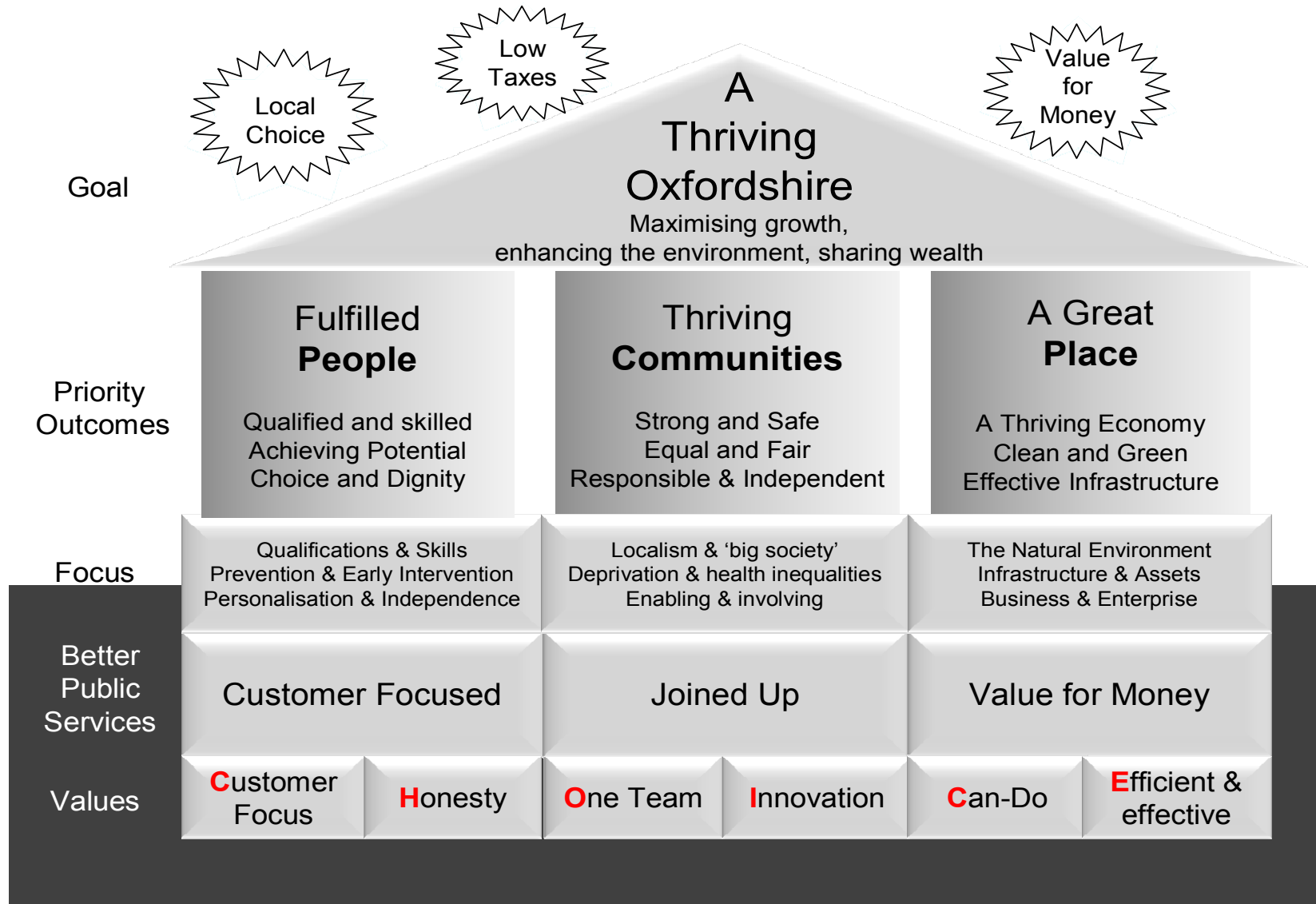
September 2011



## Referencing System for Service & Resource Planning papers

Section	Title of Section	Date
<b>A</b>	<b>Cabinet Papers</b>	
	<b>A1.</b> Service & Resource Planning 2012/13 to 2016/17 – update including timetable and directorate savings target	<b>20 Sept 11</b>
	<b>A2.</b> Service & Resource Planning 2012/13 to 2016/17 – providing an update from the SR	<b>15 Nov 11</b>
	<b>A3.</b> Service & Resource Planning 2012/13 to 2016/17 – update including Review of Charges	<b>20 Dec 11</b>
	<b>A4.</b> Service & Resource Planning 2012/13 to 2016/17 – including proposed Revenue Budget & Medium Term Financial Plan and Capital Programme to 2016/17 for recommendation to Council	<b>17 Jan 12</b>
<b>B</b>	<b>Scrutiny Papers</b>	
	<b>B1.</b> Safer and Stronger Communities Scrutiny Committee	<b>TBA Dec 11</b>
	<b>B2.</b> Adult Services Scrutiny Committee	<b>TBA Dec 11</b>
	<b>B3.</b> Children’s Services Scrutiny Committee	<b>TBA Dec 11</b>
	<b>B4.</b> Growth and Infrastructure Scrutiny Committee	<b>TBA Dec 11</b>
	<b>B5.</b> Strategy & Partnerships Scrutiny Committee	<b>TBA Dec 11</b>
	<b>B6.</b> Strategy & Partnerships Scrutiny Committee	<b>12 Jan 12</b>
<b>C</b>	<b>County Council Papers</b>	
	<b>C1.</b> Revenue Budget & Medium Term Financial Plan and Capital Programme 2012/13 to 2016/17	<b>7 Feb 12</b>
<b>D</b>	<b>Service &amp; Resource Planning Factsheets</b>	
	<b>D1.</b> Service & Resource Planning Factsheet 1 (20 Sept Cabinet Report)	<b>21 Sept 11</b>
	<b>D2.</b> Service & Resource Planning Factsheet 2 (15 Nov Cabinet Report)	<b>16 Nov 11</b>
	<b>D3.</b> Service & Resource Planning Factsheet 3 (20 Dec Cabinet Report)	<b>21 Dec 11</b>
	<b>D4.</b> Service & Resource Planning Factsheet 4 (17 Jan Cabinet Report)	<b>18 Jan 12</b>
	<b>D5.</b> Service & Resource Planning Factsheet 5 (7 Feb Cabinet Report)	<b>8 Feb 12</b>

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## Local Government Resource Review Consultation

### Background

1. On 19 August 2011, Communities and Local Government (CLG) released eight technical papers which give more details of the proposed localisation of business rates. There are over 200 pages in the eight papers – so this Annex is only a short summary of them.
2. The technical papers often do not give figures or estimates of the national picture. Nor do they exemplify the effects on individual local authorities. This makes it more difficult to understand the papers and to understand what is intended, what the options are and what the results might be. More details may emerge as others exemplify the likely effects, or during the detailed consultations which seem likely to take place in the summer of 2012. The eight technical papers are:
  1. Establishing the baseline
  2. Measuring business rates
  3. Non-billing authorities
  4. Business rates administration
  5. Tariff, Top Up and Levy options
  6. Volatility
  7. Revaluation and Transition
  8. Renewable Energy

The Technical papers can be found at:

<http://www.communities.gov.uk/localgovernment/localgovernmentfinance/lgresourcereview/>

### The eight papers

3. Technical papers 1 and 2 give more details of the calculations of the Tariffs and Top Ups (in Oxfordshire we expect to pay a Tariff, which will support spending in other parts of England). Four elements are needed for these calculations:
  1. **Formula grant** – This will most likely be rolled forward from the 2012/13 formula grant figures. This could be done by identifying service blocks in the existing formula grant figures and reducing them by percentages from the Spending Review. Alternatively, the existing four block model could be resurrected and after considering what should be changed, rolled forward for a year or two. A concern for Oxfordshire is that the damping grant, on which we depend, might be excluded from the calculations.
  2. **Business rates** – Forecasts of the amounts collected at the national level are needed as a start. Accurate national figures will be difficult to produce and errors will affect local authorities. The national figures could then be divided between billing authorities

using either figures from one year (possibly provisional figures for 2012/13), or an average of figures for four years. This would give the 'proportionate share' for each billing authority (or district council in our case).

3. **Set aside** – these would be reductions to bring the estimated amount of business rates collected in future years down to the 2010 Spending Review figures. As the full 2010 Spending Review reductions will not have been implemented in 2013/14, part of the 'set aside' adjustment would be fed back to authorities in that year.
4. **Adjustments** – these will anticipate and take out the estimated total cost of the New Homes Bonus (NHB), which will increase to a peak level after six years. In the five years before that any surplus NHB would be fed back to authorities. Adjustments will also be used to take out funding for the Police authorities and single purpose fire authorities (not what we have in Oxfordshire). Adjustments will also correct for functions lost by authorities. For example, the additional costs of LACSEG might be taken out using and adjustment. Adjustments would be allocated to billing authorities using the proportionate shares.
4. Business rates are generally increased in line with increases in the RPI. Tariffs and Top Ups may also be increased in line with RPI inflation. This will produce a more even distribution of the benefits.
5. Business rates income is quite **volatile**, as noted in Technical paper 6. In response, the government favours a scheme in which authorities would be protected (**safety netted**) if a calculated threshold was exceeded. The other options are to let the Valuation Office Agency identify large changes so they could be allowed for, or to allow individual authorities to put forward requests on a case by case basis. There are various options for the calculated threshold or 'safety net' and these are set out in Technical paper 5. The safety net would be paid for by a '**levy**' and there are different options for collecting this.
6. Technical paper 5 also considers the interaction between Tariffs, Top Ups, Safety nets and Levies. Authorities such as Oxfordshire, with a medium sized tariff seem likely to do better if the Tariff is not increased in line with inflation. An interactive calculator has been published to show the effects.
7. Technical paper 5 also considers whether groups of authorities should be allowed to form '**pools**'. Pools would add together their Tariffs, Top Ups and Levies then decide how these should be allocated. Pools may help local authorities deal with volatility problems. Districts are likely to have to 'pool' within their county rather than outside it. Levy rates may be lower for pooled authorities.
8. Technical paper 3 considers the division of tariffs, top ups and funding generally between **counties and districts**. Options are to use a standard

national share or calculate shares locally, based on each districts share of the county total.

9. In **Enterprise Zones**, including Science Vale in Oxfordshire, new developments will not pay rates. However HM Treasury will provide income to match what would have been paid and this will fund the Local Enterprise Partnership. Technical paper 8 explains that rates from new **renewable energy schemes** will all be retained locally – either all by the district concerned or split between the district and the County Council.
10. Technical paper 4 gives details of the **payments** between the various authorities – counties and districts - and the government. Various calculations will be needed at the end of each year to finalise the local figures. If there is a ‘significant’ variation in business rate income during the year, compared to plans, then district councils may be able to reduce their planned payments to the County. This adds to the uncertainty about the funding for our budget.
11. Inflation tends to push up rents and rents are used to set business rateable values. Thus every five years, when there is a **revaluation** of business rateable values, business rate income will tend to rise. However the government steps in to prevent this happening, by reducing the business rate multiplier.
12. For individual businesses there are ‘transitional arrangements’ to phase in increases or decreases in their rates as a result of the revaluations. These can spread over several years. The effects at the local level are very variable. Thus when the next revaluation is introduced there will be an immediate effect on the business rates collected in most authorities and delayed effects due to the transitional arrangements. Technical paper 7 says that the Tariffs and Top Ups will be changed at revaluation. Also, authorities will be compensated for the effects of the transitional arrangements. They might not be compensated if individual businesses appeal against the results of the revaluation and this affects the amount of rates due.
13. Finally, Technical paper 1 mentions that if funding no longer matches service pressure, perhaps because of population changes, the whole new system may be **Reset**. This would require some assessment of local needs and resources and might be similar to the existing formula grant arrangements. The date of the reset might be set at the start of the scheme or decided later.

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## Review of Education Capital

### Background

1. Sebastian James, Group Operations Director for Dixons, led an independent review of the Department for Education's approach to Capital. The Review considered how the Department could achieve better value for money and improve efficiency in capital investment considering the current tight fiscal climate, significant changes in the schools system including the expansion of Academies and the creation of Free Schools and the aims of the Government's new Construction Strategy (building a more informed client for the public sector).

### Key Findings

2. The Review concludes that the public are being let down due to complex and multiple funding streams, a lack of information about the condition of school buildings, inefficient design processes and a failure to make use of scale in procurement. It proposes that the aims of the capital expenditure in education should be to build good, fit-for-purpose facilities and to look after them over their lifetime.
3. The review lists the key challenges faced by schools capital investment nationally:
  - a) Demographic Shift: the need for basic need places first in primary and later on in secondary schools (the cost of which have not been evaluated as it is complex and difficult to estimate);
  - b) Potential Backlog of Basic Maintenance is £20 billion to raise the standards of buildings to the acceptable levels;
  - c) The cost of keeping current school buildings "water tight" is estimated at £1.6 billion
  - d) Only £15.8 billion is available during the next 5 years
4. The recommendations try to address four main issues in the schools' capital system:
  - a) Where the money is spent? How do we allocate monies available to improve the school estate? The cheapest way of saving money is to ensure that it is not spent in areas where it does not need to be spent. We have a complex allocation system with multiple funding schemes.

***Response: a single pot of capital allocated on fact-based approach (basic needs and condition of the building) to a local area based on a local plan ensuring the strategic use of monies available.***

- b) The way in which we design and procure new buildings is complex and cumbersome. There are significant inefficiencies in building design and procurement.

***Response: using standard design templates and capture and harvest the body of learning built (the next school is always better and cheaper and quicker to build and possibly pre-passing regulatory approvals)***

- c) How do we deliver capital projects and by whom? We do not have an effective an intelligent client and there is a lack of expertise when it comes to delivering new buildings.

***Response: concentrated intelligent client with a real experience and a mandate to engage with the construction supply base to ensure continuous improvement***

- d) How do we look after our buildings? We do not know the condition of our buildings. In addition school premises' regulation and guidance are overly complex.

***Response: the aggregation of funds to make strategic decisions to spend over a period and the tracking of condition of the estate based on an agreed definition of what the fabric of the building should be (i.e. basic standards for the fabric of school buildings)***

### The Government's Initial Response

5. On Tuesday 19 July the Government provided an initial response to Sebastian James' review of education capital. The response accepts many of the review recommendations subject to consultation. In summary the Government agreed that:
- a) the Department for Education must immediately start work to collect information on the building condition of the education estate, and have robust data on where additional school places are needed;
  - b) the funding available should be used efficiently, allocated by a funding formula that addresses greatest need;
  - c) there should flexibility in how best to deploy the available funding locally, with partners working together strategically to agree priorities.<sup>1</sup>
  - d) there are clear potential efficiency benefits from using a more centralised approach for procurement and building project delivery,

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<sup>1</sup> The government reports that it wants to consult on a wide range of models for how best to achieve this in the allocation of capital funding.

and overall the government wishes to move in this direction. However, the government does not intend to over-ride existing local or regional procurement and project delivery arrangements where they are shown to be as efficient and effective at building or improving schools to a high standard. It wants to enable local contractors to be able to compete for business, where they could deliver projects at better value and therefore it will consult on all these issues further.

- e) standardised designs and specifications for school buildings will be procured immediately but there will not be a blanket "one-size-fits-all" solution. The government wants to promote really good fit for purpose designs that are sustainable, flexible and can appropriately reflect local conditions and needs.<sup>2</sup>
  - f) there is a need to revise the school premises regulations and guidance, so that a single, clear set of regulations applies to all schools.<sup>3</sup>
6. The government also reports that the scale and pace of change to the current system needs to be proportionate to the benefits that can be achieved, and taken forward consultatively with partners. This suggests a phased implementation.
7. The deadline for responding to the government consultation is 10<sup>th</sup> October 2011.

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<sup>2</sup> There will be further consultation on these matters as the designs are developed, in a separate exercise.

<sup>3</sup> The full proposals will be developed and consulted upon in due course

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## Review of Assumptions in the Existing Medium Term Financial Plan (MTFP)

### *Inflation*

1. The table below sets out the inflation assumptions built into the current MTFP. These will need to be reviewed in agreeing the MTFP for 2012/13 to 2016/17. The two year freeze on all public sector pay for 2011/12 and 2012/13, announced by the Chancellor in June 2010, means that no pay inflation provision is required until 2013/14.
2. CPI inflation is currently running at 4.4%, substantially above the government target of 2%. The Bank of England is projecting it to rise to 5% by the end of 2011 before falling back through 2012 and returning to target in 2013.

Year	Pay	Non Pay	Contracts	In MTFP
2012/13	0%	2.0%	3.0%	£6.1m
2013/14	2.5%	2.0%	3.0%	£10.2m
2014/15	2.5%	2.0%	3.0%	£10.3m
2015/16	2.5%	2.0%	3.0%	£10.3m

### *Previously Agreed Funding*

3. £27.2m of pressures are built into the MTFP. These mostly relate to adults' demography and waste landfill tax/landfill allowance trading costs. The table below shows the amount of funding by directorate for each year of the MTFP.

	2012/13	2013/14	2014/15	2015/16
	£000	£000	£000	£000
Children, Education & Families	110	-493	210	0
Social & Community Services	5,698	3,790	5,041	0
Environment & Economy	5,770	4,856	2,138	0
Chief Executive's Office	51	50	0	0
<b>TOTAL</b>	<b>11,629</b>	<b>8,203</b>	<b>7,389</b>	<b>0</b>

*Previously Agreed Savings*

4. The table below shows the savings for each directorate that were agreed by Council on 15 February 2011.

	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	£000	£000	£000	£000
Children, Education & Families	-6,145	-939	-1,197	0
Social & Community Services	-11,265	-4,356	-6,337	0
Environment & Economy	-8,646	-6,174	-3,746	0
Chief Executive's Office	-338	-219	10	0
<b>TOTAL</b>	<b>-26,394</b>	<b>-11,688</b>	<b>-11,270</b>	<b>0</b>

*Formula Grant*

5. The following table shows the expected amount and decreases of formula grant included in the MTFP.

	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Estimated Formula Grant £000	108,245	98,491	89,566	89,566
% Decrease from previous year	-11.4%	-9.0%	-9.1%	0.0%

*Council Tax*

6. The MTFP includes Council Tax increases of 2.50% in 2012/13 and 3.75% thereafter. A 1% change in council tax equates to £2.9m.

*Taxbase*

7. The MTFP assumes growth in the taxbase of 0.75% each year. A variation of +/-0.25% results in a gain/loss of £0.725m.

### Service & Resource Planning Timetable 2012/13

Month	Date	For/From	Action/Event
<b>September</b>	August/September		Oxfordshire Voice Consultation
	Mon 5th September	Scrutiny Committee	Safer & Stronger Communities
	Tues 6th September	Scrutiny Committee	Adult Services
	Tues 20th September	Cabinet	Service & Resource Planning Report providing an update on the latest information and proposes a process for 2012/13
	Thurs 22nd September	Scrutiny Committee	Growth & Infrastructure
	Tues 27th September	Scrutiny Committee	Children's Services
	Thurs 29th September	Scrutiny Committee	Strategy & Partnerships
	Fri 30th September	Star Chamber	Corporate/Cross-cutting
<b>October</b>	Fri 7th October	Star Chambers	Social & Community Services (excluding Community Safety)
	Tues 11th October	Star Chambers	Chief Executive's Office
	Wed 12th October	Star Chambers	Children, Education & Families
	Fri 14th October	Star Chamber	Community Safety and Community Services
	Tues 18th October	Capital Investment Board	Capital Star Chamber
	Wed 19th October	Star Chamber	Environment & Economy
<b>November</b>	Mon 7th November	Star Chamber	Corporate/Cross-cutting
	Tues 15th November	Cabinet	Service & Resource Planning Report
	Late November/ Early December	Communities & Local Government	Local Government Finance Provisional Settlement - Draft grant figures for Oxfordshire

### Service & Resource Planning Timetable 2012/13

Month	Date	For/From	Action/Event
<b>December</b>	Early/Mid December	ALL Scrutiny Committees	Briefing on latest financial position ahead of Scrutiny Meetings
	During December	ALL Scrutiny Committees	Consider detailed budget proposals - provide advice to Cabinet
	Tues 20th December	Cabinet	Service & Resource Planning Report providing the review of charges and the draft Asset Strategy
<b>January</b>	Thurs 12th January	Strategy & Partnerships Scrutiny Committee	Offers overall view on Cabinet proposed Revenue Budget 2012/13, Capital Programme, MTFP, Review of Charges and & Asset Strategy
	Mid/Late January	Communities & Local Government	Final Local Government Finance Settlement
	Tues 17th January	Cabinet	Cabinet proposes Revenue Budget and Capital Programme 2012/13 and MTFP for 2012/13 - 2016/17 for recommendation to Council and finalises the Asset Strategy (in light of scrutiny comments). Also proposes draft Corporate Plan
	After 17th Jan	Unions	Briefing on budget proposals
	Fri 20th January	Cabinet, CCMT, Chief Finance Officer	Deadline for publication of Opposition & other groups full budgets
	Wed 25th January	Cabinet, CCMT, Chief Finance Officer	Submission & publication of Cabinet's proposed budget, MTFP & Capital Programme
<b>February</b>	Wed 1st February	Schools Forum	Agree use of Dedicated Schools Grant for 2012/13
	Wed 1st February	Members	Deadline for publication of amendments to Cabinet budget by Opposition and other groups
	Wed 1st February	Members	Chief Finance Officer issues commentary on the proposed Cabinet Budget and MTFP and the Opposition & other groups proposals
	Tues 7th February	Council	Agrees Revenue Budget 2012/13; Capital Programme 2012/13 - 2016/17; MTFP 2012/13 - 2016/17; Corporate Plan 2012/13 - 2016/17



Division(s): All

## **CABINET – 20 SEPTEMBER 2011**

### **OXFORDSHIRE CONCESSIONARY FARES SCHEME – APPLICATION AND PASS ISSUING**

**Report by: Deputy Director (Highways & Transport),  
Interim Deputy Director (Oxfordshire Customer Services)**

#### **Introduction**

1. The responsibility for running the English National Concessionary Travel Scheme (ENCTS) transferred from District to County level from the 1 April 2011. As from this date Oxfordshire County Council (OCC) has a statutory duty to issue concessionary passes free of charge, on request, to everybody eligible to receive one, and to reimburse bus companies for lost revenue and any costs they incur for all 'free' journeys made by concessionary pass holders which start in Oxfordshire. Passes are available to holders on the basis of age or qualifying disability.
2. In November 2010 Cabinet agreed the basic Oxfordshire Concessionary Fares Scheme. This set out the basis upon which passes could be used in the County and the proposals for reimbursement of bus companies. Prior to this agreement consultation took place with users, other stakeholders and bus companies.
3. A short term agreement was reached whereby the Districts would continue to manage the process of applying for and issuing concessionary passes. This would be on an agency basis between 1 April 2011 and 31 March 2012. As from 1 April 2012 this agreement expires and the County will become responsible for issuing passes to eligible applicants. It should be noted that a District has expressed an interest in retaining pass application and issuing beyond 31 March 2012 but there appears to be no clear consensus for Districts to continue this task across the County as a whole. So far in this research we have not identified any other authority that has this type of agency agreement with Districts to fulfil the service for a county authority on an ongoing basis. Although there is clear local willingness to pursue some form of partnership working with the Districts in the future, there remain a number of unresolved issues around how they would access and use our systems, data security and licensing, timescales constraints, and standardising processes and service levels across the county. The value of this approach may be reduced further with the consideration that Libraries and FM sites will be providing a replacement face to face service at no cost in comparable and

additional locations (see paragraph 15 for details). Partnership working would be likely to add cost for the delivery of the service and thereby jeopardise the anticipated savings and planned service enhancements based on the County providing the service on its own.

4. This report summarises how the Customer Service Centre (CSC) would approach the delivery of this service, taking into account the outcome of a consultation on the preferred methods of obtaining information on the Concessionary Travel Scheme and how to apply for a pass. The report also summarises indicative costings of suppliers systems and card production to enable the Oxfordshire CSC to take on the task of managing applications.

### **Issuing of Concessionary Passes**

5. OCC's statutory duty to issue concessionary passes will include making information available on how to apply; checking eligibility; processing applications; issuing a pass; reissuing when it expires or becomes lost or damaged; 'stop-listing' passes which are no longer applicable and handling user enquiries. With over 100,000 pass holders in Oxfordshire, pass issuing is a major logistical exercise. The passes themselves are required to be electronically coded as smartcards, which requires specialist technical expertise.
6. The overall aim of the project is to bring the Concessionary Fares application and pass issuing process under the County's control whilst reducing costs, increasing choice and options for residents and delivering a standardised, fairer service across the County. Currently the only standard process across Districts is they all accept postal applications and none offer an online option. Only one (Oxford City) offers a face to face service for application and issue of pass at the same time, although others offer this for the application process, with passes subsequently issued by post. In summary, there is no uniformity on how people may apply for a pass or a single pass supplier across the Districts.
7. The public have been consulted on how they would like to apply for passes in future, given that some standardisation of the application process across the County would be required. Results showed that, whilst the ability to apply face to face would remain popular, there was a preference for online applications. Whilst maintaining current options for customers, we therefore want to expand the number of sites available for the public to visit and add an online option. The results of this consultation are presented below in Annex 1.
8. As there is currently no one single system or supplier for handling applications and issuing passes across the Districts, a pre-procurement exercise has been undertaken to ensure the County can efficiently manage the range of functions listed in paragraph 5 above. To obtain the best technical solution at the best value to the County, six approved

card management system & card issuing suppliers were invited to demonstrate their systems and production methods. Each supplier has provided indicative pricing based on the required technical specifications and estimated pass issuing volumes.

9. The function is seen as a good fit within the County Council's CSC. There are strong links to other transport and social care functions that are either carried out by the CSC or are anticipated to join shortly (Social and Health Care Team, Disability Parking Permit (Blue Badges), Integrated Transport Unit, Parking Shop, OXTAIL advice line, Independent Mobility Assessors). In order to comply with Department for Transport guidance, and aligned to recent changes in Blue Badge issuing, the Council will offer a new home visit service for disabled applicants who require assessment and support. The Concessionary Fares scheme could take advantage of these assessors to broaden the service it currently offers to disabled users. If the delivery of Concessionary Fares was undertaken in the CSC, it would support the council to bring together the above mentioned transport and disability related functions in a simple, more cost effective way for customers. Currently customers contacting the council about disability or specialist travel have over 40 different contact routes to choose from.

### **Consultation with Users on the Application Process**

10. A consultation process took place during the early summer 2011 where the public were able to give their opinion on how they preferred to apply for a concessionary travel pass. The consultation was advertised on the OCC website and District Council websites. Information on the consultation and a poster was supplied to Parish Councillors and Parish Public Transport Representatives as well as to Community Centres, Libraries and GP's surgeries around the County. A focus group with representatives from disabled organisations was also held and their views were incorporated into the results of the consultation.

### **Consultation Findings**

11. Full details of the consultation results are attached in Annex 1. The headline results are as follows:
  - 130 respondents answered the question about how they would like to apply for their pass. The most popular method was **online** with **68%**. The second most popular method is **by post** with **30%**.
  - **23%** of respondents said they would like to apply for a pass **in person**.
  - The most popular choices for receiving information, advice or support was **email** with **63%** of people preferring this method.

This is followed by **online via the OCC website** with **57%** and **post** with **39%**.

- The least popular methods for getting information were **in person** with **49%** and **by phone** with **45%**
- Finally, **85%** of respondents across all groups said they **have internet access in their own home**. Only **15%** of respondents say they **do not have any form of computer access**.

## **Best Practice**

12. On investigation into the approaches of other Local Authorities it appears that there is no one solution that is applied nationwide. In unitary authorities there is a partial trend in moving more toward an outsourced totally on-line solution with face to face applications as an exception. Tiered authorities (such as Kent, Gloucestershire & Surrey) have tended to retain the customer facing aspects of the process (providing information and taking applications) using a third party supplied Card Management System (CMS) and web portal, whilst outsourcing the production of the concessionary travel passes to a different third party. In such authorities face to face applications are retained and handled via a local library or one stop shop.
13. It would appear that best practice for a tiered authority in managing a concessionary fares scheme is a solution whereby residents can apply online and by post if they so wish but a face to face service is also supplied via a number of agreed main libraries and building receptions.

## **Options and Approach**

14. OCC faces a choice as to how it decides to operate the application process for the Concessionary Travel Scheme. The most cost effective delivery channel for OCC to take would be to offer an online service to the public, however, this would not be an appropriate offering without the support of alternative contact channels (Face-to-Face, post, phone) as it would pose some issues around access and availability of the service for those potential and existing users without access to the internet, those who are disabled or have individual requirements or who have limited computing skills.
15. Because of the demographics of the customer base and the current offerings, it is therefore appropriate for the County to provide face to face and postal options for those residents who have difficulty with using an online system. Agreement has been reached with Libraries Service and FM to provide a face to face service with exceeds the current district offer (see the map at Annex 2 for a comparison between current district and future provision):
  - Provided through 9 major libraries (Abingdon, Banbury, Bicester, Cowley, Didcot, Henley, Oxford Central Library, Wantage &

Witney) & selected OCC office buildings (County Hall, Knights Court, Mount House, Samuelson House, Windrush Court & Foxcombe Court) who would accept applications or help people make applications and send them through to the CSC. All sites would be provided with the appropriate equipment to fulfil this function

16. In addition an Independent Mobility Assessment (IMA) functions will be developed to provide additional levels of face to face support:
  - An outreach worker (Independent Mobility Assessor - IMA) who would be able to visit applicants where appropriate in their home to assess eligibility for disabled applications and provide access to other disability transport functions e.g. Blue Badge and Disability Register applications, and other support and advice.
17. It is recognised that a following the necessary Cabinet approval, a robust communications plan would need to be developed to publicise the changes and improvements to the application process to reduce any potential issues for customers. A full Social & Community Impact Assessment has been carried out to evaluate the effect changes may have and has been attached at Annex 3.

### **Financial Implications**

18. The total cost of operating Concessionary Fares in Oxfordshire in 2011/12 was forecast to be £8.2m. This includes the £0.422m costs for District Councils to administer pass issuing on our behalf, plus staffing costs in the CSC for 2011/12 (just over £0.060m), which leaves £7.7m for reimbursement, around the total spend by District Councils in 2010/11.
19. As per the Customer Service Centre business case which was ratified by Cabinet in January 2010, services transfer into the CSC based on current spend, and subsequent efficiency savings made are then allocated to the CSC Programme. This would mean that £0.422m ongoing would be transferred to the CSC to run the service. The table overleaf shows the anticipated breakdown of the above sum. Based on analysis of District figures and Data Observatory projections regarding the current and future card holder numbers, volume of applications, contacts, and assessments indicative staff costs are thought to be in the region of £0.223m. Thorough research was undertaken with a range of suppliers, and the current anticipated indicative cost for a Card Management System, card production/distribution, and other related costs would be £0.189m. However, this figure may reduce following a formal procurement exercise. For the year 2012/13 one off cost are estimated to be in the region of £0.040m will be incurred and will be met by the CSC Programme's investment budget.

Area of Expenditure	£
Indicative Staff Costs (Admin/IMA/Management, etc)	223,000
Indicative Supplier/IT & Ongoing Running Costs	189,000
<b>Total Estimated Expenditure</b>	<b>412,000</b>
Contingency Budget	10,000
<b>Budget Requested</b>	<b>422,000</b>
One Off Costs funded by CSC	40,000
<b>Total Budget</b>	<b>462,000</b>

20. By moving the application process into the County Council's CSC it is believed that the county could make an ongoing saving of £0.100m within 2 to 3 years. This is possible due to a range of improvements that will be implemented by the CSC Programme team. In order to meet the Customer Service Centre Programme's Medium Term Financial Plan savings targets any ongoing savings would need to be allocated to the CSC programme. The projected efficiency savings would be achieved by:

#### **New ways of working promoted by the CSC**

- Economies of scale through multi-skilling staff in the CSC across this and other services
- Process redesign and improvement
- Increases in online applications

#### **Reduction in contractual supplier costs**

- Economies of scale through procurement of a county-wide contract.
- Efficiencies realised through reduced staff time in management of multiple suppliers.

21. These savings would not affect the current quality of the service delivered, in fact new services such as the Independent Mobility Assessors and online applications would be introduced whilst reducing costs overall.

#### **Staff Implications**

22. The CSC currently handles those concessionary enquiries which are directed to the County Council; however, this is a small number of calls and is managed within the headcount of the existing staff. With the full transfer of responsibility for the whole application process there will be in-house costs to OCC for a specific resource for managing applications (and all associated tasks that entails), enquiry handling, conducting Mobility Assessments of applicants with particular needs in their own homes, management of the service and liaison with the

chosen third party suppliers (estimated at 6 FTE). Full Details of the staffing requirements are shown in Annex 4. Two members of District staff may be eligible for TUPE, however, it is believed that this will not have an impact on the required budget. The resources to manage the transfer of this function from district to county will be funded from the CSC programme itself.

## **RECOMMENDATION**

**The Cabinet is RECOMMENDED to:**

- (a) Agree that the Oxfordshire Customer Services Centre should now undertake an appropriate procurement process to select the most suitable supplier(s), and engage with said supplier(s) to provide a system for managing Concessionary Travel Pass applications and the production and issuing of the travel passes;**
- (b) Delegate authority to the Deputy Director Customer Services, in consultation with the Cabinet Member for Transport, to agree any detail in relation to the management of all aspects of the Concessionary Fares Scheme Application & Pass Issuing processes during 2012/13;**
- (c) Agree that a permanent budget of £0.422m be vired to the Customer Service Centre in 2012/13 to manage the scheme;**
- (d) Efficiency savings made by the CSC in subsequent years to be attributed to the CSC overall programme savings set out in the medium term financial plan;**
- (e) Agree that a number of selected libraries and Oxfordshire County Council building receptions are equipped to provide a face-to-face service for those residents who will find it difficult or impossible to use an online system.**

**Steve Howell**  
**Deputy Director (Highways & Transport)**

**Paul Gerrish**  
**Interim Deputy Director (Oxfordshire Customer Services)**

**Contact Officer: Andrew Fairweather, Senior Project Manager,**  
**Customer Services Programme Team - Tel: 01865 323095**

**September 2011**

**Glossary of Terms**

<b>Term</b>	<b>Abbreviation</b>	<b>Definition</b>
Card Management System	CMS	Back-end system which would allow the production of travel passes
Customer Service Centre	CSC	Oxfordshire's centralised customer service team based in Clarendon House, Oxford
English National Concessionary Travel Scheme	ENCTS	Overarching legislation regarding free bus travel for qualifying residents
Independent Mobility Assessor	IMA	Professionally qualified health worker who can assess the range of mobility of applicant



## Consultation Results

### 1. Background to Consultation

The administration of the English national Concessionary Travel Scheme (ENCTS) moved from District Council to County Council control on 1<sup>st</sup> April 2011. At present the District Councils are continuing to issue new passes and manage renewals on an agency agreement basis until 31<sup>st</sup> March 2012.

Currently there are anomalies between the Districts processes which mean that in some areas residents are treated less fairly than in others. It was decided to take the opportunity of the transfer of responsibility to review the application process to make it uniform across the county and thereby making it fairer for all. Naturally this means that there will be change for some residents and to ensure that any suggested changes are appropriate a consultation exercise was undertaken.

### 2. Consultation

The consultation on Concessionary Fares passes ran between 6<sup>th</sup> June 2011 and 10<sup>th</sup> July 2011. It was designed to ascertain the feelings of residents in the County as to how they would prefer to receive advice information or support about concessionary passes, how they would like to apply for their pass, whether they had internet access available to them and if they felt able to upload a digital photo of themselves. They were also given the opportunity via a free text field to express any other thoughts or opinions they had on the subject.

The consultation was open to all residents in the county and was advertised via posters in local libraries, GPs's surgeries, Community Centres, posters and an explanatory email or letter were also sent to all Parish Councils and Parish Public Transport Representatives. The consultation was also advertised on District Council websites with links through to the appropriate page on the County Council website.

Paper copies of the consultation were also sent out to those who requested them and a telephone number was provided for those people who wished to phone up and give their response directly to a member of the Customer Service Centre.

The consultation asked people to identify themselves into one of 5 groups – Future applicant based on age, future applicant based on qualifying disability, current pass holder due to age, current pass holder due to disability, a non qualifying person who just wanted to give feedback.

A focus group was also held on 14 July 2011 at which representatives from several organisations for disabled people were invited to attend. Selections of comments from this event are detailed separately below.

### 3. Headline Consultation Results:

135 respondents told us where they lived in the County which was the highest response rate to any question. This is because respondents can answer part of the consultation and then save it and come back later. In this instance 5 people did not go on to complete the questionnaire fully.

Across the respondent groups **31%** came from **West Oxfordshire**, **26%** from **Cherwell**, **19%** from **South Oxfordshire**, **16%** from **Vale of White Horse** and **8%** from the **City**.

130 people answered the question about how they would like to apply for their pass.

The most popular method across all respondent groups was **online** with **68%**. The second most popular method was **by post** with **30%**.

The least popular choice across all respondent groups was **in person** with **35%** of people not wishing to use this option.

The **home visit** option was **not applicable** to **91%** of respondents, however of those that it did apply to **5%** would like a **home visit** and **4%** would **not want a home visit**.

When asked about how they would like to receive information support or advice about Concessionary Fares the most popular choice across all respondent groups was **email** which **63%** of people preferring this method. This was followed by **online via the OCC website** with **57%** and **post** with **39%**.

The least popular methods for getting information were **in person** with **49%** and **by phone** with **45%**

When asked if they had access to the internet **85%** of respondents across all groups said they **had internet access in their own home** and another **2%** **had access via a friend, family member, carer or via a public computer in a library or internet café**. Only **15%** of respondents said they **did not have any form of computer access**.

Internet access and computer ownership is high and when asked **56%** of **respondents felt they could upload a digital photograph of themselves unaided** while another **13%** **believed they could if they had help to do so**. However, **30%** of **respondents felt they would not be able to do so** – although this figure would include the 15% who did not have a computer.

## 4. Comments

A selection of relevant replies made on the free text field “Any other comments” are shown below:

- I know many deaf people who do not have internet access so please keep the leaflet formats for those who don't have internet access – this is really important.
- I am a month away from 60 and have had the internet at home since the 1990's. I don't know anyone of my age who does not have it.
- We currently have bus tokens which we mainly use on the buses to London and would hope that bus passes will be valid for this
- Many older people do not have internet access and prefer to make a visit to an office. I think most who live outside Oxford would wish to be able to continue to apply for their pass locally, e.g. for West Oxon in Witney rather than having to travel to Oxford.
- Application must remain as easy as possible. Do we really need a new photo each time?
- I don't want to have to queue at the local office
- I think you should retain the ability to apply by “traditional” methods for older people who are not computer literate. Previously SODC took the passport photo free of charge for people who apply in person – will this continue?
- Have difficulty walking and appreciate being able to apply from home.
- If the photo needs updating when the bus pass is renewed I would prefer to do it in person and cannot do it on-line.
- If applied for on-line, this system is secure so that applications do not fall into the wrong hands.

## 5. Engagement and Consultation Exercise 14<sup>th</sup> July 2011

On advice from the Consultation and Involvement and Taking Part Teams a selection of organisations representing various Disability and Age groups were invited. Unfortunately only two groups accepted the invitation – The Oxfordshire Association for the Blind and My Life My Choice, however, a selection of their feedback is provided below:

Focus group facilitated by Susan Fairburn, Stuart Young and Mark Hopping

My Life My Choice is a user led group which represents around 400 people who have learning disabilities in the Oxfordshire region.

OAB supports visually impaired people in Oxfordshire and advises on services and equipment that enable visually impaired persons to live independent lives.

In advance of the consultation information was sent out in Easy Read to provide some context for the discussion and some background information.

### **5.1 Main points raised:**

- Contacting councils by phone can be difficult as it is not always easy to understand what is being said.
- Visiting buildings can be time consuming
- Changing a building to attend can be difficult for visually impaired people as they have to “learn” a new route.
- Written information isn’t helpful if it is ‘full of jargon’
- On-line application is much easier for visually impaired people than any other type.
- Computers are quite a good way of getting information, but it has to be fairly simple and it’s very helpful if there is someone available to assist (which is the case at My Life My Choice)
- Present system within Oxford City isn’t that helpful as some doctors’ charge to provide medical information, and one attendee had to wait a long time to see his doctor.
- It would be really helpful if there could be an Easy Read version of the form both online and available in hard copy.
- Also helpful to have the form available in Large Print
- It’s very important to let people who work in the council know about any changes.
- Absolutely crucial that supportive information about the process is clearly and simply presented. It was suggested that diagrams could also be used to convey information e.g. a ticks and crosses chart.
- Concern was raised about charging for replacement bus passes. One contributor said he was told he would have to pay £10 to replace a lost bus pass. To his surprise he was encouraged to report that it had been lost to the police as this would mean that it could be replaced free of charge. It was suggested that a replacement fee of £2 would be more

appropriate as that would be sufficient to encourage people on low incomes to be careful, but not so expensive as to tempt people to report it as stolen

- A related suggestion involved issuing a temporary pass which could be used for the few days between the pass being reported lost and a new one being received.
- Two comments relating to bus driver training and clearer displays on bus information boards have been relayed to colleagues in the Bus Services Team.

Representatives from My Life My Choice offered to read any new paper or electronic forms and supportive information to provide feedback about how easy it is to understand.

## **6. Conclusion**

It is clear from the results that were obtained from the consultation that residents are happy to use the internet and email to apply for and receive information about the Concessionary Fares Scheme. This is in line with the number of people who stated that they had internet access in their own homes or could access the internet in another way. It is also supported by the number of respondents who felt confident enough in their computing skills to be able to upload a photograph of themselves to a website or they had someone who they would be able to ask to do it for them.

However, it is also apparent that a significant minority of people either do not have access to the internet or feel they have the skills to carry out a reasonably advanced use of a computer in uploading a digital image. For these people it is important that Oxfordshire County Council provides a postal application service and also to have nominated sites where the public could apply online if they wanted to if they do not own a computer or have readily available access to the internet.

The comments received back up the figures and people who felt that they were quite capable of applying online pointed out that just because they felt able to do so more traditional methods of applying should also be available.

It is also clear that there is a certain amount of misunderstanding around the system of pass renewal and when the system comes fully under County control there will need to be a campaign which clearly details the way that passes can be applied for and how expiring passes will be renewed.

The results of the focus group with representatives from Disabled organisations also reinforced the view that an online application system would be a positive move and that people didn't want to take the time to attend a building to have to apply for something. A representative from the Oxfordshire Association for the Blind also stated that for many people with visual

impairment an online system was infinitely preferable to having to navigate their way to an unfamiliar building in the middle of a busy town during the day.

Another significant point raised from the focus group is the need to have easy read versions of any important documentation regarding applying for, or the rules around, concessionary travel.

Concern was also raised around the cost of replacing a lost bus pass. The focus group felt that, although a charge was appropriate the current £10 was excessive for people on a very limited income. This point is very valid and a possible charging tier for those people in receipt of certain types of benefits should be considered.

## **7. Detailed Results**

The following tables are the results of the consultation and provide fuller details on the figures highlighted above. They are cross-tabulated so that the results shown are broken down by the 5 identifying groups. Please note that due to an anomaly with the e-consult system figures will not add up going down columns but will across rows. This is exacerbated by percentage rounding.

**District respondents lived in**

	<b>I will be applying in the future based on my age</b>	<b>I will be applying in the future based on a qualifying disability</b>	<b>I currently have a pass (age related)</b>	<b>I currently have a pass (disability related)</b>	<b>I don't qualify for the scheme but am interested in giving my feedback</b>	<b>Total</b>
<b>Cherwell</b>	<b>6 (4%)</b>	<b>1 (1%)</b>	<b>25 (18%)</b>	<b>1 (1%)</b>	<b>2 (2%)</b>	<b>35 (26%)</b>
<b>Oxford City</b>	<b>2 (2%)</b>	<b>0 (0%)</b>	<b>7 (5%)</b>	<b>1 (1%)</b>	<b>1 (1%)</b>	<b>11 (8%)</b>
<b>South Oxon</b>	<b>12 (9%)</b>	<b>0 (0%)</b>	<b>11 (8%)</b>	<b>1 (1%)</b>	<b>1 (1%)</b>	<b>25 (19%)</b>
<b>Vale of White Horse</b>	<b>4 (3%)</b>	<b>0 (0%)</b>	<b>16 (12%)</b>	<b>1 (1%)</b>	<b>0 (0%)</b>	<b>21 (16%)</b>
<b>West Oxon</b>	<b>9 (6%)</b>	<b>0 (0%)</b>	<b>32 (24%)</b>	<b>0 (0%)</b>	<b>1 (1%)</b>	<b>42 (31%)</b>
<b>Not sure/Don't know</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>1 (1%)</b>	<b>1 (1%)</b>
<b>No answer</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>
<b>Total</b>	<b>33 (25%)</b>	<b>1 (1%)</b>	<b>91 (67%)</b>	<b>4 (3%)</b>	<b>6 (4%)</b>	<b>135 (100%)</b>

## How respondents would like to apply for their pass

		I will be applying in the future based on my age	I will be applying in the future based on a qualifying disability	I currently have a pass (age related)	I currently have a pass (disability related)	I don't qualify for the scheme but am interested in giving my feedback	Total
online	Would like to	29 (22%)	1 (1%)	52 (40%)	2 (2%)	4 (3%)	88 (68%)
	Don't Mind	1 (1%)	1 (1%)	10 (8%)	2 (2%)	1 (1%)	15 (13%)
	Wouldn't like to	0 (0%)	0 (0%)	10 (8%)	0 (0%)	0 (0%)	10 (8%)
	Not applicable	1 (1%)	0 (0%)	16 (12%)	0 (0%)	0 (0%)	17 (13%)
	No answer	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>
by post	Would like to	6 (5%)	0 (0%)	27 (21%)	2 (2%)	2 (2%)	37 (30%)
	Don't Mind	13 (10%)	1 (1%)	35 (27%)	1 (1%)	2 (2%)	52 (41%)
	Wouldn't like to	10 (8%)	1 (1%)	20 (15%)	1 (1%)	0 (0%)	32 (25%)
	Not applicable	2 (2%)	0 (0%)	6 (5%)	0 (0%)	1 (1%)	9 (8%)
	No answer	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>
in person	Would like to	7 (5%)	0 (0%)	21 (16%)	0 (0%)	2 (2%)	30 (23%)
	Don't Mind	7 (5%)	2 (2%)	29 (22%)	1 (1%)	2 (2%)	41 (32%)
	Wouldn't like to	15 (12%)	0 (0%)	27 (21%)	2 (2%)	0 (0%)	44 (35%)
	Not applicable	2 (2%)	0 (0%)	9 (7%)	1 (1%)	1 (1%)	13 (11%)
	No answer	0 (0%)	0 (0%)	2 (2%)	0 (0%)	0 (0%)	2 (2%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>
Home visit	Would like to	2 (2%)	1 (1%)	1 (1%)	0 (0%)	1 (1%)	5 (5%)
	Don't Mind	0 (0%)	0 (0%)	0 (0%)	2 (2%)	1 (1%)	3 (3%)
	Wouldn't like to	1 (1%)	1 (1%)	2 (2%)	0 (0%)	0 (0%)	4 (4%)
	Not applicable	28 (22%)	0 (0%)	83 (64%)	2 (2%)	3 (3%)	116 (91%)
	No answer	0 (0%)	0 (0%)	2 (2%)	0 (0%)	0 (0%)	2 (2%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>



### Percentage of respondents who have access to the Internet

	I will be applying in the future based on my age	I will be applying in the future based on a qualifying disability	I currently have a pass (age related)	I currently have a pass (disability related)	I don't qualify for the scheme but am interested in giving my feedback	Total
Yes - at my home	29 (22%)	2 (2%)	70 (54%)	4 (4%)	3 (3%)	108 (85%)
Yes - via a friend, family member, or carer	1 (1%)	0 (0%)	1 (1%)	0 (0%)	0 (0%)	2 (2%)
Yes - via public computer (e.g. library, internet cafe)	0 (0%)	0 (0%)	2 (2%)	0 (0%)	0 (0%)	2 (2%)
No	1 (1%)	0 (0%)	15 (12%)	0 (0%)	2 (2%)	18 (15%)
No answer	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>

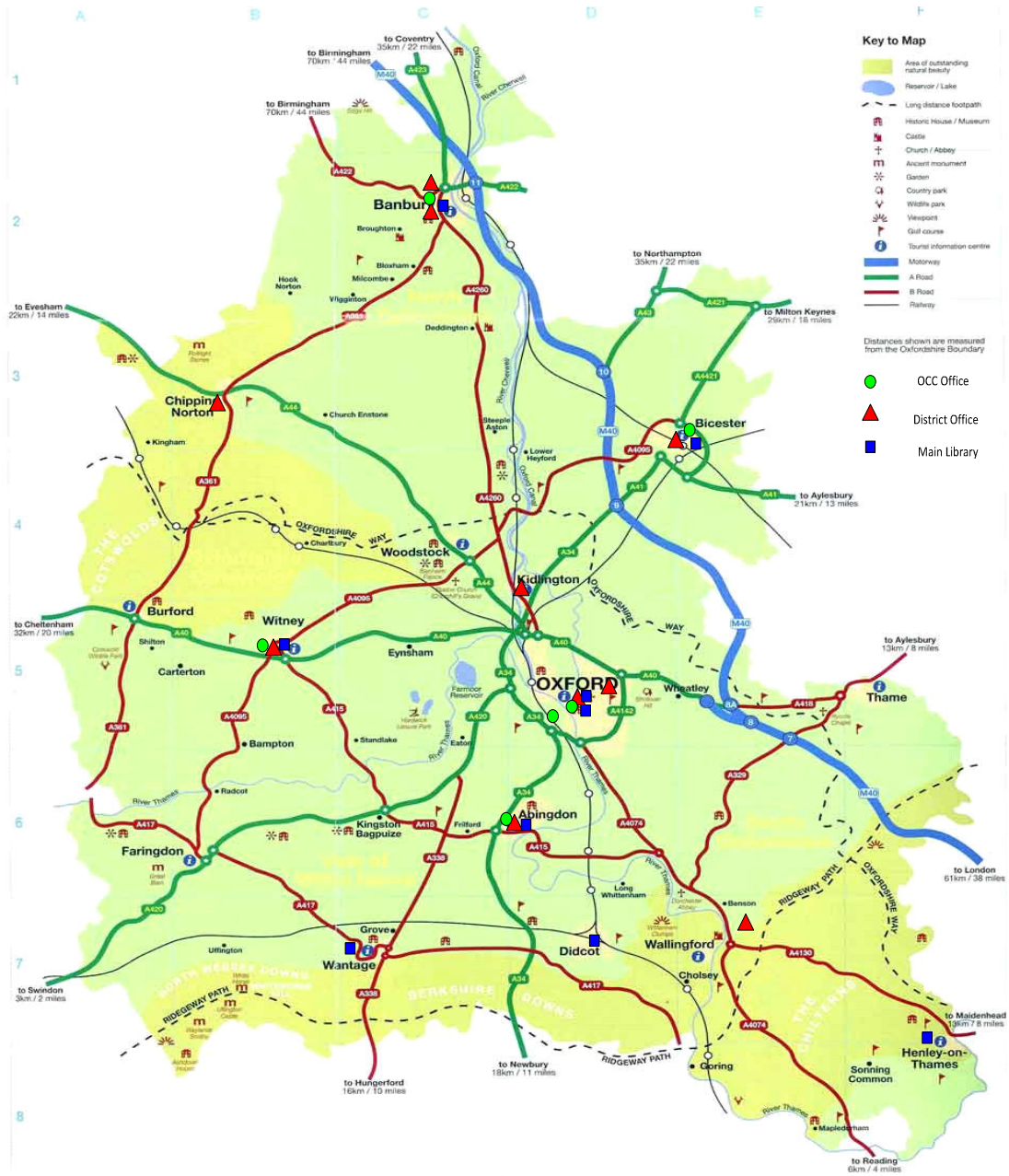
### Percentage of respondents who could upload a photo

	I will be applying in the future based on my age	I will be applying in the future based on a qualifying disability	I currently have a pass (age related)	I currently have a pass (disability related)	I don't qualify for the scheme but am interested in giving my feedback	Total
<b>Yes</b>	<b>20 (15%)</b>	<b>1 (1%)</b>	<b>47 (36%)</b>	<b>2 (2%)</b>	<b>2 (2%)</b>	<b>72 (56%)</b>
<b>No, but I have a friend, family member, or carer who could help</b>	<b>3 (3%)</b>	<b>1 (1%)</b>	<b>9 (7%)</b>	<b>2 (2%)</b>	<b>0 (0.0%)</b>	<b>15 (13%)</b>
<b>No</b>	<b>8 (6%)</b>	<b>0 (0%)</b>	<b>30 (23%)</b>	<b>0 (0%)</b>	<b>1 (1%)</b>	<b>39 (30%)</b>
<b>I don't understand this question</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>2 (2%)</b>	<b>0 (0%)</b>	<b>2 (2%)</b>	<b>4 (4%)</b>
<b>No answer</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>	<b>0 (0%)</b>
<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>

## How respondents would like to receive information on Concessionary Fares

		I will be applying in the future based on my age	I will be applying in the future based on a qualifying disability	I currently have a pass (age related)	I currently have a pass (disability related)	I don't qualify for the scheme but am interested in giving my feedback	Total
By Phone	Would like to	11 (9%)	1 (1%)	18 (14%)	2 (2%)	2 (2%)	34 (28%)
	Don't Mind	6 (5%)	0 (0%)	31 (23%)	0 (0%)	1 (1%)	38 (29%)
	Wouldn't like to	14 (11%)	1 (1%)	38 (29%)	2 (2%)	2 (2%)	57 (45%)
	No answer	0 (0%)	0 (0%)	1 (0.8%)	0 (0%)	0 (0%)	1 (0.8%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>
In Person	Would like to	7 (6%)	1 (1%)	14 (11%)	0 (0%)	2 (2%)	24 (20%)
	Don't Mind	9 (7%)	1 (1%)	28 (22%)	1 (1%)	1 (1%)	40 (32%)
	Wouldn't like to	15 (11%)	0 (0%)	43 (33%)	3 (3%)	2 (2%)	63 (49%)
	No answer	0 (0%)	0 (0%)	3 (3%)	0 (0%)	0 (0%)	3 (3%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>
By Post	Would like to	10 (8%)	0 (0%)	41 (31%)	0 (0%)	1 (0.8%)	52 (39%)
	Don't Mind	12 (9%)	2 (2%)	25 (19%)	3 (3%)	3 (3%)	45 (36%)
	Wouldn't like to	9 (7%)	0 (0%)	22 (17%)	1 (1%)	1 (1%)	33 (26%)
	No answer	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>
Email	Would like to	27 (21%)	1 (1%)	48 (37%)	2 (2%)	2 (2%)	80 (63%)
	Don't Mind	2 (2%)	1 (1%)	18 (14%)	2 (2%)	2 (2%)	25 (21%)
	Wouldn't like to	2 (2%)	0 (0%)	20 (15%)	0 (0%)	1 (1%)	23 (18%)
	No answer	0 (0%)	0 (0%)	2 (2%)	0 (0%)	0 (0%)	2 (2%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>
Online (via our website)	Would like to	24 (19%)	1 (1%)	40 (31%)	3 (3%)	3 (3%)	71 (57%)
	Don't Mind	3 (3%)	1 (1%)	17 (13%)	1 (1%)	2 (2%)	24 (20%)
	Wouldn't like to	4 (3%)	0 (0%)	29 (22%)	0 (0%)	0 (0%)	33 (25%)
	No answer	0 (0%)	0 (0%)	2 (2%)	0 (0%)	0 (0%)	2 (2%)
	<b>Total</b>	<b>31 (23%)</b>	<b>2 (2%)</b>	<b>88 (68%)</b>	<b>4 (3%)</b>	<b>5 (4%)</b>	<b>130 (100%)</b>

# ANNEX 2 Current District and Future Face-to-Face Provision Locations



**Full Social & Community Impact Assessment****ANNEX 3****Environment and Economy**

Concessionary Fares – Customer Contact and Fulfillment Proposal (Changes to the administration of Concessionary Bus Passes)

**Service and Community Impact Assessment**

Lead Officers

Andrew Fairweather  
Mark Hopping

**Purpose of the Assessment**

The purpose of this assessment is to identify and address the Equality & Diversity issues associated with proposed changes to the administration of concessionary bus passes. This includes all technical aspects of the system, the options for on-line and in-person applications, the training of staff to operate the chosen system, and the communication of any changes to the general public.

An initial Service and Community Impact Assessment carried out in May 2011 identified the need to consider in more detail the impact of this project on groups protected under Equality and Diversity Legislation. This document is a full Service and Community Impact Assessment.

**Proposal**

The proposal is concerned with selecting the most effective option to implement the administration of a unified Concessionary Fares Travel Scheme throughout the county for disabled and older residents. Acquiring a concessionary bus pass allows free use of local buses during specified times; however it is a voluntary scheme, individuals may choose not to apply for a pass.

**Context and Background****National Picture**

A national mandatory bus concession for older and disabled people has been in place since 2001. This national scheme has gradually been extended, and

since April 2008 free (off-peak) local bus travel to eligible older and disabled people anywhere in England has been provided.

Following a consultation in 2009, responsibility for administering concessionary travel schemes shifted from districts to counties, and from 1 April 2011 Oxfordshire County Council (OCC) assumed responsibility from the Districts and City for the entire scheme. Although responsibility for administering this scheme now rests with OCC, under a local agreement, the City and District Councils will continue to issue on our behalf until April 2012 at which point the entire function will transfer to the County Council.

### **Current Situation**

District Councils currently carry out this role in different ways: South Oxfordshire and the Vale of White Horse jointly contract out the entire operation and users must apply by post and make any enquiries by phone to a call centre. Oxford City carries out the entire operation in-house, and applications can only be made in person to City offices, with enquiries handled either face-to-face or by the Council call centre. West Oxfordshire and Cherwell carry out most of the operation in-house, with most applications being in person but the option of postal application is available. The final card-issuing for the West and Cherwell is carried out remotely with cards being issued by post. The goal is to ensure that a simpler, fairer and more cost effective system, designed to identify and accommodate equality requirements, is ready to run by April 2012.

The remit of this proposal is confined to the application and issuing of concessionary bus passes and the technical and staffing implications associated with the option presented in the business case. Other issues around concessionary passes e.g. age of eligibility, reimbursement to bus operators, companion passes, time slots when passes can be used, and the provision of tokens are all outside the remit of this proposal.

### **Proposal Details**

The project will assess the most appropriate approach for OCC to take over the administration and issuing of bus passes. It will also review the suppliers of ITSO (Integrated Transport Smart Card Organisation) compliant cards, and consider the advantages and benefits of these suppliers under a National Framework Contract.

### **Application process**

OCC has a choice about how to operate the application process for the concessionary travel scheme.

The most cost effective route for OCC to take would be to offer a purely online service to the public. According to SOCITM (Society of Public Sector Information Technology Management) an online transactions cost approximately 32p as opposed to £7 for a face to face transaction. However, this poses problems around availability of the service for users without access to the internet.

A purely online system would also require digital photos to be uploaded to a secure website. This again could cause issues for those users who, whilst having access to the internet, may not have the equipment or necessary technical ability to be able to provide and upload a digital image.

Finally, only providing an online system would not accommodate users who are disabled, as presently, applications for a concessionary travel pass on grounds of disability require documentary proof to be sent through to the administration team for checking before the application can be processed.

It would therefore be appropriate for OCC to provide a face to face option to enable those users who have difficulty using an online system. There are several options available:

- Provided through physically accessible major libraries each kitted out with the relevant equipment to take an application – this would be a digital camera and a lap-top linked into the OCC intranet.
- Provided through physically accessible OCC office buildings in Central Oxford and an agreed office in each district. Again each site would have to be kitted out with a digital camera and lap- top linked to the OCC intranet.
- An outreach worker who would be able to visit applicants in their home with a digital camera and a PC and process the application immediately.

The proposal is investigating the possibility of allowing customers to apply for a concessionary bus pass early. This will give applicants the opportunity to apply when it is convenient, and should ensure that the pass is available for use when the individual becomes eligible.

The proposal is also examining the possibility of automatically issuing disabled users who are in receipt of a Blue Badge with a concessionary bus pass. The systems presently operated by the districts require disabled customers to provide paper copies of medical eligibility. In some districts customers with a long-standing disability are required to resubmit medical evidence every time they apply. The new proposal will unify the system requiring anyone with a long standing disability to apply only once with verifiable medical information. Those who receive an annual concessionary bus pass as a result of a disability will continue to provide annual medical verification in line with central government guidance.

### **Card suppliers**

Following presentations from potential suppliers, indicative pricings were requested based on projected card production figures supplied by the Districts. Also included in the pricings were estimates for the provision of a web portal to allow applicants to apply on line and a backend Card Management System to allow applications to be managed by the Customer Service Centre and pass completed applications back to a pass production facility for encoding, printing and mailing to the applicant.

## **Consultation and Involvement**

Various consultation exercises around the administrative changes have taken place during early summer 2011.

These have included:

Consultation via the Council's public website and via links on each of the District Councils' Websites.

A poster advertising the online consultation was sent to County Councillors, Parish Councils, Parish Transport Representatives, GP's Surgeries, Community Centres and libraries around the county. The poster also offered people the option of emailing, telephoning or writing to OCC if they wanted a hard copy of the survey, or if they wanted further information and help, or if they did not want to take part in the survey but wished to make a comment. Information in an Easy Read format was also produced and distributed.

A consultation exercise specifically to target groups representing disabled and older users was arranged for July. Groups invited included: My Life My Choice, Age UK (Older Peoples Panel), Ox Eyes, Mencap, Deaf Direct, OXSUN, Unlimited, Learning Disability Partnership Board, Bus Users Group.

Specific details of the tabulated responses from the consultation exercise and survey results are included as Annex 1 above.

### **Key points from the survey**

There were 130 responses to the consultation, with 111 online responses, and 19 written responses. Taking all the responses as a whole, 10% said that they would not want to apply for a bus pass on line (all of these respondents were already in receipt of a bus pass and would, under this proposal, not have to reapply).

All of the respondents who identified themselves as disabled either wanted to or did not mind applying online.

85% of all respondents said that they had access to a computer in their own home, with a further 2% saying that they had access to a computer via family or friend.

6% of respondents who would be applying for an age related bus pass in the future did not think they would be able to upload a photograph. 23% of people who currently hold an age related bus pass did not think they would be able to upload a photograph (under this proposal this group would not be required to reapply). All the respondents who identified as disabled and who either have a disability related concessionary pass or anticipate that they will require one in the future felt they could upload a photo independently or had a family member/friend who would be able to do this for them.



### **Key points from the consultation**

Comments from the consultation indicated that the addition of an online option would be very much appreciated as many disabled people used a computer, finding it easier than visiting public buildings. Representatives from My Life My Choice said that they did not like using the phone; simple, clearly presented information on the computer was one of their recommendations.

The importance of clear supportive information (Easy Read was identified as being particularly helpful) and a simpler process overall was emphasised.

The prospect of not having to reapply was well received

Concern was raised over the cost of replacing lost passes.

Although unable to attend the formal consultation event, a separate meeting was held with Unlimited. Unlimited is a user lead organisation working to gain equality of opportunity for people with physical or sensory difficulties. The organisation was supportive of OCC's desire to widen the options available for people applying for concessionary bus passes and in respect to this proposal 'could foresee no conflict between the aims of OCC and the goals of Unlimited'

### **Impact on Customers**

The Equality Act 2010 requires all public authorities to assess the impact of their policies on communities. We have a legal requirement to consider: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership.

The potential for this project to impact on each of the protected characteristics will be considered alongside any mitigating factors and recommendations.

#### **Age**

As this project is specifically concerned with the administration and issuing of bus passes for disabled and older users, age is a highly relevant characteristic.

Information from OCC Research and Intelligence team indicated that approximately 17.5% of the population (635,500 in 2007) are of pensionable age. The population is projected to grow to 684,600 by 2016. Of particular note is the projected increase in the number of older people in the population from 92,700 in 2006 to 116,200 in 2016, and to 154,200 people aged over 65 in 2031. This represents a 66% increase from 2006. Oxfordshire has a higher number of people aged over 60 than the England average, particularly in South and West Oxfordshire and the Vale of White Horse.

The government has proposed raising the age at which people will qualify for a concessionary bus pass. Over the next ten years it will gradually increase from 60 to 65. Women born after 5<sup>th</sup> April 1950 will be eligible when they

reach pensionable age. Men born after 5<sup>th</sup> April will be eligible when they reach the pensionable age of a woman born on the same day. Older people already in receipt of a bus pass will not be affected by this incremental increase.

The proposal recommends that everyone presently in receipt of a bus pass will automatically be reissued on a rolling basis; this means that current recipients will not have to re-apply unless they lose their pass. This should be of benefit to everyone who is currently a recipient of an age related concessionary bus pass. Individuals will retain a responsibility to inform OCC if they change address by using the contact number printed on the card. Embedded within the proposal is the intention to automatically screen names to ensure that users who have died are not sent a new pass.

With the exception of disabled people, only those not yet old enough to be in receipt of a bus pass will be affected by changes recommended i.e. people currently under the age of 60.

The proposal offers residents the additional option of applying online and electronically submitting a photograph. This system has the benefit of convenience for many who, under the current system, would be required to attend in person. It is also much cheaper for OCC to administer. However, there will be some residents who cannot or do not want to apply this way.

A postal option which will permit individuals to send a completed form and passport style photograph will be available for all residents. Discussions are already underway with colleagues in the Communications Marketing and Public Affairs team about publicising this option. Forms will be posted out on request; alternatively they will be available at OCC central buildings and libraries.

The proposal accommodates those who wish to attend in person. The locations have yet to be finally selected, but it is likely to be main libraries strategically positioned throughout the county and key county buildings. It is essential that the facilities offering this service are publicised, accessible by public transport and do not present physical access barriers.

The proposal also includes the possibility for applicants who are unable to obtain a pass using any of the options above, to be visited in their own home.

### **Disability**

As this project is specifically concerned with the administration and issuing of bus passes for disabled and older users, disability is a highly relevant characteristic.

Central government use the following definition to confer eligibility for a disabled concessionary bus pass: 'blind or partially sighted, profoundly or severely deaf; without speech; have a disability, or have suffered an injury which has a substantial and long-term effect on ability to walk; do not have arms or have long-term loss of the use of both arms; have a learning disability; would, if applying for a licence to drive a motor vehicle under Part III

of the Road Traffic Act 1988, have an application refused under section 92 of the Act (physical fitness) on grounds other than persistent misuse of drugs or alcohol'.

The present systems which operate throughout the districts require disabled applicants to complete a paper application and provide a hard copy of supportive medical evidence. In some districts, customers with a long-standing disability are required to resubmit medical evidence every time they apply. The new proposal will unify this, allowing anyone with a long standing disability to apply only once. Those who receive an annual concessionary bus pass as a result of a disability which is not considered to be long-term, will continue to provide annual medical verification in line with central government guidance.

To mitigate against the additional paper work for disabled applicants, it is proposed that everyone who is in receipt of a Blue Badge will automatically be issued with a concessionary bus pass at the same time. This will not cover all those who are eligible for a bus pass, but it will be beneficial for many.

The requirement to provide medical evidence has been the basis for assuming disabled applicants will not be able to make use of the online option. However, this could potentially disadvantage disabled applicants who would find it easier to apply on line and who may be in a position to provide the supportive medical information in an electronic format. The potential to offer this option should be investigated further during the transition year.

There will be a number of individuals who are eligible for a concessionary bus pass, but who are not eligible for a Blue Badge. The existing options i.e. applying by post or attending in person remain available. The potential to offer assistance at home for anyone unable to make use of the other options will be investigated during the transition period. It is essential that the options are publicised, accessible by public transport and do not present physical access barriers. Staff would need to be trained to assist the applicant as appropriate.

Modified forms e.g. large print or with Easy Read guidance will be made available if required.

Although outside the remit of this proposal, it is noted that a disabled concessionary bus pass also allow users to travel on Dial-a-Ride services. This too needs to be publicised as appropriate.

Companion passes are currently issued to those residents in receipt of carer's allowance, or to those who can supply proof that they need assistance to use public transport, or to those who are between 5 and 15 years. It has previously been agreed that there will be no change to the eligibility criteria for this type of pass and they will continue to be issued. At present it is not possible to apply for a companion pass on line due to the requirement for original documentation to be checked. The possibility of modifying this process with a view to offering an on-line option should be explored during the transition year.

When a disabled person becomes old enough for an age related concessionary pass they may, if they wish, change the type of pass they are issued with. This will have no impact upon their eligibility for a companion pass providing they still meet the companion pass qualifying criteria. If they decide to change their pass type the companion pass type would need to be changed to match.

### **Race**

There is an existing low risk that those protected under this characteristic will be negatively impacted by changes to the administrative process involved in receiving a concessionary bus pass if they are unable to read English. Consequently hard copies of the application form in alternative languages should be available. The services of an out-reach worker who would be able to visit applicants would be of benefit to the anticipated very small number would be unable to obtain a bus pass using the other options available.

### **Religion and Belief**

An existing potential low risk adverse impact has been identified for this group in relation to the administrative process involved in receiving a concessionary bus pass. Currently, individuals supplying a passport photograph may be unclear or concerned about whether they are required to remove any head-wear which has specific religious relevance.

Work around this proposal should take the opportunity to ensure that supportive literature relating to the photograph makes it clear that removing head wear associated with religious observance is not required.

### **Gender**

No adverse impact has been identified for this group as a result of changes to the administrative process involved in receiving a concessionary bus pass. Potential adverse perceptions around issues of safety in using busses outside peak times or in rural areas may impact disproportionately on women, but are outside the remit of this proposal

### **Sexual Orientation**

No adverse impact has been identified for this group as a result of changes to the administrative process involved in receiving a concessionary bus pass.

### **Gender re-assignment**

An existing potential low risk adverse impact has been identified for this group in relation to the administrative process involved in receiving a concessionary bus pass, as none of the existing guidance makes reference to this group. Work around this proposal should make it clear that anyone undergoing gender re-assignment understands that they will be able to acquire a new gender appropriate pass without additional expense or inappropriate administrative hurdles.

### **Pregnancy and Maternity**

No adverse impact has been identified to this group as a result of changes to the administrative process involved in receiving a concessionary pass.

### **Marriage and Civil Partnership**

No adverse impact has been identified to this group as a result of changes to the administrative process involved in receiving a concessionary pass.

### **Other considerations**

#### **Socio-economic factors**

An eligible person seeking access by bus to or from a workplace during excluded weekday hours will be unable to benefit from the concessionary scheme in the way that those using the pass during the timings allowed by the concessions will benefit. The timings allowed under the concessionary scheme are outside the remit of this project although it is noted that in December 2010, cabinet made a decision to increase the time of eligibility which will now start from 9 am rather than 9.30 am.

The present system provides Oxford city residents with a free photograph irrespective of their financial circumstances, although there is no legal requirement to do so. This provision is not universally available throughout the county. Some districts require people to attend a designated building which will incur travelling costs for the individual. There may be some homeless people and rough sleepers who, as a consequence of age or disability, will be entitled to a concessionary bus pass. Any application supported by a case worker will be considered on an individual basis. Local hostels will be informed of this option. A fairer county-wide system for socio-economically disadvantaged customers could be achieved if:

- Applicants are given the additional option of applying on-line. This will be a cheaper option for many residents living in some of the districts.
- There is no requirement to re-apply for an age-related pass or send in another photograph.
- There is no charge for replacing passes that have been lost, stolen or that need to be changed as a result of changes in personal details (e.g. name or gender status).
- Concessionary bus passes are automatically issued to everyone who is eligible for a Blue Badge, this will save BB holders the cost of providing a photograph or attending a central building to apply for a pass.
- Supportive information provides a range of options for people to contact us if they require further help to complete the form or produce a photograph.

**Impact on staff**

A TUPE exercise (Transfer of Undertakings Protection of Employment) has already been carried out for staff from within District Councils who will be affected when the service migrates to the County. This exercise identified one member of staff who would be substantially affected and that individual has already successfully transferred across to the County. There are only minor changes for other staff and there have been no redundancies as a result of this change.

There is potential for the new system to impact negatively on the Customer Service Centre staff if the introduction of the new scheme is unsatisfactory, as customers are likely to use the contact number printed on the cards to complain. However, integrating this service within the Customer Service Centre will provide existing staff with an opportunity to cross-skill. The transition period should be used to determine whether the additional work can be absorbed within the existing complement of staff, or whether additional recruitment will be required. The transition period should be used to identify training needs and ensure those needs are met.

Community resources including libraries have been involved in disseminating information about the consultation around the proposed changes. Discussions are taking place around the potential for some libraries to expand their role. This may take the form of providing simple advice, help with taking photographs or downloading forms. This extended role needs to be clarified during the year during which the process will transition from district to county. If libraries and central buildings are used, staff will need to be trained to assist applicants as appropriate.

There may be an impact on Highways and Transport in their role as the key link with Bus Companies if there is a problem with the interface between the new passes and corresponding hardware on the buses. The importance of ensuring that the passes and pass readers are compatible is already well understood, and staff from Highways and Transport are closely involved in this process.

Other Council Services dealing with older or disabled clients will need to be informed about any changes in the administration of the scheme in order to ensure that any information they provide about this system is accurate.

Colleagues in Communications and Marketing should continue their involvement in publicising the consultation process, but also publicise relevant changes both internally and externally.

Colleagues in Consultation and Engagement have been involved in advising over the correct engagement procedures with the public and partners. Guidance should continue to be sought from this resource as appropriate.

### **Impact on other providers**

Due to the intention to simplify the existing range of services, it is inevitable that some existing suppliers will lose their contract with district councils. Before April 2011, this situation was highlighted by the relevant District Councils who, in line with central government instructions, retain responsibility for outstanding contractual issues with the suppliers.

Various suppliers have presented indicative pricing to OCC to supply the bus passes from 2012. All the potential suppliers already provide services to either central government or other local authorities within the UK. The selected supplier will be subject to OCC's internal procurement E&D requirements.

### **Summary**

The vast majority of existing concessionary age related bus pass holders will be virtually unaffected by the proposed administrative changes. For new applicants, in addition to the existing means of applying for a concessionary pass, there will be the option of applying online. Once a bus pass has been issued, there will be no need to re-apply as passes will be automatically re-issued. Holders of a Blue Badge will automatically be issued with a concessionary bus pass.

In addressing the key actions below it is proposed that the Lead Officers compile an Equality Log during the transition period.

### **Key actions**

- Ensure that the online application forms are presented in a format that complies with OCC accessibility guidelines
- Continue to work with colleagues to publicise the changes both internally and externally as appropriate
- Use the transition year to pilot the form with potential customers
- Clarify the options available for individuals to apply in person; ensure that selected venues are accessible and that staff have received the appropriate training
- Update and improve the supportive literature to ensure that it complies with our clear print and plain English guidelines. Clarify advice about photographs in line with the concern raised above under the Religion and Belief. Ensure guidelines are available in alternative formats, in particular, provide an Easy Read version
- Ensure supportive literature is explicit about the circumstances under which people will receive a free replacement bus pass if it is stolen or if

their personal circumstances change e.g. name or gender status. Following comments from the consultation exercise, review the circumstances under which people will be charged for a replacement bus pass

- Address issues of staffing levels and training as the service transitions to the CSC
- Provide information to local hostels about eligibility for homeless people and rough sleepers
- Clarify the arrangements required to accommodate anyone who would not be able to attend one of the identified selected buildings, or complete a hard copy application, or complete an online form
- If approved by Cabinet, establish the procedure which will allow automatic issuing of concessionary bus passes to those in receipt of a Blue Badge
- Following feedback from consultation, explore the possibility of providing temporary assistance/pass to bridge the gap between reporting a loss and receiving a new pass
- Establish a process which will allow disabled applicants the option of applying online if they are able to provide appropriate supportive medical information
- Establish a process which will allow those applying for a companion pass to do so online providing they can supply the relevant supportive evidence
- Log and address any further issues that arise during the transition period



**Indicative Staff Costs (Admin/IMA/Management, etc)****ANNEX 4**

Activity	FTE	Pay Costs (p.a.)	Ancillary Costs (training, etc)	Management Cont.	ICT Set up Cost	Total
Concessionary Fares Administration	4	£92,345.96	£1,813.55	£6,896.40	£20,180.00	£121,235.91

Activity	FTE	Pay Costs (p.a.)	Ancillary Costs (training, etc)	Management Cont.	ICT Set up Cost	Travel Costs	Total
Concessionary Fares Mobility Assessments	1.5	£45,245.65	£888.56	£2,620.63	£7,668.00	£14,000.00	£70,422.84

Activity	FTE	Pay Costs (p.a.)	Ancillary Costs (training, etc)	Management Cont.	ICT Set up Cost	Total
Managing Concessionary Fares Staff	0.5	£16,460.82	£323.26	£2,863.56	£5,045.00	£24,692.64

**Total Staffing Costs Including Travel**

FTE	Pay Costs (p.a.)	Ancillary Costs (training, etc)	Management Cont.	ICT Set up Cost	Travel Costs	Total
6.0	£154,052.43	£10,025.37	£12,380.59	£32,893.00	£14,000.00	£223,351.39

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Division(s):

## **CABINET – 20 SEPTEMBER 2011**

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

**Report by Chief Fire Officer**

#### **Introduction**

1. On the 24<sup>th</sup> May 2011 Cabinet endorsed the progression of the collaborative scoping study concerning arrangements for Fire and Rescue Service 999 call receipt, mobilising and incident management, commonly referred to as “Control Room” functions. This is being facilitated by the creation of a Strategic Outline (business) Case. The partners involved are Oxfordshire County Council, Buckinghamshire and Milton Keynes Fire Authority and Royal Berkshire Fire and Rescue Authority. All parties act via their respective Fire and Rescue Services, collectively known in this document as Thames Valley Fire and Rescue Services.
2. This report updates cabinet on the progress of the Strategic Outline Case (SOC) and considers this approach against a wider options appraisal. The full SOC is available in the members Resource Centre.
3. Cabinet should note that a Fire and Rescue Authority (FRA) remains fully responsible for its statutory obligations under the Fire & Rescue Services Act 2004 for call receipt and mobilising even if it were to move to an outsourced or collaborative arrangement. Therefore it is essential that any chosen option is critically examined to ensure that statutory responsibilities are being discharged effectively.

#### **DCLG Consultation and future funding arrangements**

4. The Department for Communities and Local Government (DCLG) undertook a consultation exercise to determine what, if any, Government involvement there should be in the future solution for the provision of control room services. DCLG published its response to the FRS submissions on the 12<sup>th</sup> July 2011 summarising the points of consensus emerging from the consultation. These included:
  - (a) The next steps in updating FRS Control Rooms should be sector led and no local solution imposed by central government
  - (b) Improved resilience, efficiency and technology were at least as important at this time as they were when the project was first initiated in 2003/4

- (c) Funding for the completion of Firelink (the digital radio system), for enhanced voice and data services, was the top priority for central government funding
- (d) The best approach would be created and endorsed locally, with some Government support.

Overall the response reflected much of the contents of the OCC, South East Fire Improvement Partnership and Joint Thames Valley consultation submissions. Oxfordshire Fire and Rescue Service contributed to all of these returns.

- 5. The DCLG response also included information about the funding scheme for future Control Room services. DCLG will make available total funding of £81 Million for improving resilience and efficiency. Fire and Rescue Authorities have been given opportunity to bid for up to £1.8M each. Authorities may bid for more than this in cases where exceptional resilience benefits can be shown, but the total sum cannot exceed £81M.
- 6. Bids are required by 4 November 2011 and will be assessed by the Department and its Fire and Rescue Service experts for value for money and resilience improvements. Where further clarification is required, or the plans submitted could be strengthened through expert advice, the Department will consult a panel with representatives from the Chief Fire Officers' Association and Local Government Group. These two organisations will also be part of the programme oversight process. Overall the DCLG strategy is to attempt to build national resilience through local, interoperable, resilient solutions. DCLG will be monitoring national resilience outcomes from the improvements made.
- 7. From the guidance received it appears that only those bids that demonstrate improved resilience, greater interoperability and overall cost effectiveness are likely to receive significant funding. It should also be noted that the completion of the Firelink system will also be funded from this sum. Airwave Solutions Ltd., the contract holder, currently is not able to give full details of the costs that could be incurred. However, it is currently thought, but cannot be confirmed, that this would cost between £0.5M and £0.75M capital and £0.15M revenue p.a.
- 8. DCLG indicate that they will announce the results of the bidding process in January 2012. Meanwhile, Thames Valley Officers have arranged to meet DCLG staff to clarify the arrangements.

### **Strategic Outline (business) Case**

- 9. The SOC is intended to provide information in a format that enables the partner Fire and Rescue Authorities to assess the scope of the programme and the necessary investments in service improvement. It is a combined SOC for a multi-authority scheme but it has considered, as far as it is able to, the programme's overall impact as well as the impact and implications for the individual authorities.

10. The SOC, after examining a range of options, sets out a proposal for the three Fire and Rescue Services to work together on a phased programme that will eventually lead to establishing a single, joint, co-located Control Room facility for the area covered by the Thames Valley fire and rescue services. The phased approach is intended to minimise risk to the public, the partner organisations and the programme and secure early resilience benefits by bringing forward shared capabilities to an early part of the programme without incurring significant expenditure.
11. Throughout the work to progress the SOC, the overarching principal has been that maintaining or enhancing “service to the public” remains paramount. All three fire services commit that operational efficiency of the current control rooms will not be adversely affected during the transitional period and that future arrangements will be resilient as well as operationally effective for all parties.
12. It is recognised that the costs and savings identified in the SOC are predominantly based on budgetary estimates with a number of significant financial uncertainties which will only become clear as the programme progresses. Equally, the costs and savings associated with most other options, such as outsourcing, are also unclear at this time. However, the joint production of the SOC has allowed an explanation of all three parties’ positions and has identified not only the joint options but clarified individual alternative options. Further detailed work is proposed to allow the creation of a Full Business Case by February 2012.
13. The SOC identifies a range of wider benefits to be derived from this option and, the potential to utilise the investment in infrastructure and technology to enable further collaboration on ICT that will in time, produce further long term efficiencies as and when partners “buy in” to these options. This option specifically includes the ability to offset ongoing costs through income generated from the provision of critical services to other fire and rescue service partners in the future and the provision of other non-critical services to third parties, including local authorities.
14. It is also clear that current government funding for enhancing Control Room resilience would be most effectively justified by a joint programme. Therefore the financial consequences of this approach are anticipated to be largely underwritten to the extent of the available funding.
15. The financial provisions in the SOC are further complicated as it is not yet possible to determine a building strategy for the fully converged solution. This is due to the fact that Royal Berkshire FRA is yet to make a formal decision on relocating their Headquarters. This decision will be tabled at their FRA meeting on the 25<sup>th</sup> September 2011. When this decision is known it will then be possible to compare two alternative options which include the provision of a new joint facility in Oxfordshire and the use of the current or future Royal Berkshire Headquarters’ site.

16. Subject to the decisions of the individual Fire and Rescue Authorities, the SOC concludes with an Officer recommendation to :
- (a) Proceed with Phase 1 of the programme
  - (b) Undertake further detailed work to move towards phase 2 and 3 by the appointment of expert staff to deliver phase 1 and prepare the full business case following clarification of the building strategy
  - (c) Seek further FRA approvals in February 2012 meetings aligned with the availability of the full business case and building strategy.

Phase 1 will enhance the current resilience of our Control Room and would potentially be required whatever future option was chosen. Phases 2 and 3 move progressively to a single joint facility for Control Room functions.

### **Other FRA positions**

17. Royal Berkshire and Buckinghamshire and Milton Keynes FRA's are considering papers similar to this report at their Authority meetings on the 28 September 2011. At the time of writing it is not fully known what other options they will be considering. However, in addition to the Thames Valley joint approach each is thought likely to examine other options including the status quo, collaborations with other Fire and Rescue Authorities, and outsourcing to the London Fire and Civil Defence Authority (LFCDA). It should be noted that both Authorities are named parties in a LFCDA tender published in August the Official Journal of the European Union. The invitation to tender notice also includes the potential outsourcing of the LFCDA service provision, including staffing, to a third party.
18. The SOC, which has been endorsed by the three FRS lead officers, identifies that the joint Thames Valley approach is not only desirable but more importantly it is deliverable.

### **Oxfordshire's requirements**

19. Defined outcomes for comparative measurement purposes were set out in the previous OCC Cabinet paper. In addition, assessment of alternative options has been made against a broader range of considerations measured by a Political, Economic, Social, Technological, Environmental and Legal (PESTEL) framework. These have been combined to create an overall assessment.

20. The table below identifies how this has been achieved:

<b>Heading</b>	<b>Details</b>
<b>Staffing</b>	The ongoing provision / utilisation of competent, experienced and professional staff, including the potential effects on OFRS Control Room staff
<b>Local benefits</b>	Improved efficiency in day to day operations including fall back arrangements and interoperability with other partners such as Thames Valley Police, South Central Ambulance Service and other Category 1 responders under the Civil Contingencies Act 2004 (CCA 2004) Opportunities for exploiting future developments including expansion of activities such as wider OCC Emergency Planning functions and out of hours arrangements for urgent calls to the OCC Customer Service Centre
<b>Resilience</b>	Increased ability to deal with peaks in demand such as those encountered in the July 2007 Oxfordshire flooding event and improved resilience against significant disruptions, such as pandemic flu or malicious attack
<b>Political</b>	This includes local and national political considerations
<b>Economic</b>	This includes capital and revenue expenditure and cost effectiveness measured by overall costs and by cost per incident dealt with. It also covers opportunities for exploiting future developments in providing services to third parties including other Fire and Rescue Services
<b>Social</b>	Concerns assessment of wider public implications
<b>Technology</b>	The provision and use of modern technology such as: <ul style="list-style-type: none"> <li>• Competence/asset based mobilising</li> <li>• Automatic vehicle location and optimum resource mobilising</li> <li>• Enhanced information service for fixed line and mobile emergency calls.</li> <li>• An improved and nationally standardised Gazetteer</li> <li>• Integrated Command &amp; Control System making full use of the functionality offered by Airwave (the digital radio system)</li> </ul>
<b>Environmental</b>	Including consideration of carbon emissions
<b>Legal</b>	Legal constraints and challenges
<b>Remarks</b>	Miscellaneous comments as necessary

## Options appraisal

21. The options covered in this report are to:
1. Maintain our existing Fire Control room (including the necessary technical upgrade of existing systems) this is the 'do minimum' approach
  2. Maintain our existing Fire Control room (including the necessary technical upgrade of existing systems) but increase its range of activities to encompass wider organisational areas of responsibility e.g. out of hours OCC Customer Services demands. This is titled the OCC integration model in the appraisal
  3. Maintain our existing Fire Control room (including the necessary technical upgrade of existing systems) but integrate in a "virtual control" with other (most probably not Thames Valley) FRSs to enhance resilience and reduce procurement and operating costs. This approach would include a partner at a greater physical distance than Berkshire and Buckinghamshire to minimise the potential impact of weather related spate conditions
  4. A combination of items 2 and 3 above
  5. Enter a collaboration with other emergency services
    - a. Fire and other emergency services
    - b. Fire / Fire collaboration as a Thames Valley joint approach
  6. Outsource function to a 3<sup>rd</sup> party.
22. Option 5a has been considered by way of individual and joint Thames Valley approaches and site visits to South Central Ambulance Service and Thames Valley Police. There are a number of wider considerations concerned with both of these options, including the creation of the National Health Service 111 telephone number designed for access to urgent but non life-threatening medical assistance. Both Services are undergoing significant changes at this time and discussions identified only limited benefits against a background of significant challenges. The outcome of the discussion and assessments is that collaboration with either Service is not considered viable at this time. Therefore option 5a is not included in the assessment.
23. Option 5b has been broken down into the joint Thames Valley three phased programme approach. The stages, explained in detail in the SOC, are increased resilience (5b(1)), phased approach (5b(2)) and full convergence(5b(3)). Cabinet should note that entry into this three phased approach is assumed to be on the basis that, subject to the creation of the full Business Case and its endorsement by the three FRAs, it will result in the fully converged outcome.

### *Ranking of alternative options*

24. The extended PESTEL is combined with the above options to create the assessment framework and is attached as Annex 1. The three phase



Thames Valley approach is shown as individual options. However, as noted above, the expectation is that entry into phase one, whilst not binding at this stage, implies commitment to progress to the fully converged solution.

25. Options have been scored numerically on the following basis.

Potential outcome	Scoring
Significant detriment to OFRS / service to the public	-2
Slight detriment to OFRS / service to the public	-1
No / minimal impact	0
Slight enhancement to ODRS / service to the public	+1
Significant enhancement to OFRS / service to the public	+2

The outcome is summarised as:

Option	Staff	Benefit	Resilience	Political	Economic	Social	Technical	Environmental	Legal	Total
1	0	0	-2	-1	0	0	0	0	-1	-4
2	0	+2	-1	-1	0	0	0	0	-1	-1
3	0	0	+1	0	0	0	+1	0	0	+2
4	0	+2	+1	+2	+1	+1	+1	0	+1	+9
5b(1)	0	+1	+1	+1	0	0	+1	0	0	+4
5b(2)	0	+1	+1	+2	+1	+1	+2	0	+1	+9
5b(3)	-1	+2	+2	+2	+2	+1	+2	+1	0	+11
6	-2	-2	+2	-1	+1	-2	+1	+1	0	-2

26. The following table ranks the options.

Rank	Option	Score
1	5b(3) Full Convergence (Thames Valley option)	+11
= 2	4 OCC Integration & Virtual Control	+9
= 2	5b(2) Phased Approach	+9
4	5b(1) Increased Resilience	+4
5	3 FRS integration / virtual Control	+2
6	2 Maintain Existing / OCC integration	-1
7	6 Outsource	-2
8	1 Status Quo / Do Minimum	-4

27. At this stage the above is considered indicative and further work, including the determination of the Thames Valley joint programme building strategy, will identify the final position. However, the above is considered adequate to clearly discount a number of options. The first 5 options all remain credible and could be considered further. At this time no further work is envisaged on the three remaining options.

### *Financial details of the Thames Valley programme*

28. The SOC gives some indication of financial commitments for the three phased approach. The Oxfordshire investment and potential consequential revenue benefits are not available at this time as this information will only become available after the creation of the Full Business Case, the announcement of DCLG funding and a determination of the benefits realisation model. A headline efficiency figure of 50% revenue cost reduction is contained within the SOC. However there are a significant number of unknowns at this time e.g. costs for networking to a geographically remote “buddy” FRS for resilience purposes. Without an agreed benefits realisation model, and recognising that Oxfordshire’s Control room function is currently the most cost effective, it is not possible to identify if any financial efficiency will be forthcoming.
29. An additional complicating factor in determining future costs and their treatment is the extent of cost avoidance due to the use of shared access to the Airwave Solutions LTD data gateway.
30. As indicated in the SOC, Oxfordshire’s prime motives for collaborative working are based on increasing resilience, creating increased capacity for spate conditions and gaining wider collaborative benefits including co-terminosity with the Local Resilience Forum. Overall cost effectiveness of the Control function remains a significant but secondary consideration.
31. The estimated financial commitment for Oxfordshire to enter stage 1 of the Thames Valley programme, thereby allowing the creation of a Full Business Case whilst securing increased resilience is approximately £100k. Funding is available from the FiReControl reserve for this, in year, activity.

### **Risk Management**

32. The SOC contains a comprehensive risk assessment based on the collaborative approach. It identifies that the highest risk relates to partnership issues due to the number and complexity of the authorising environments. Measures have been taken to mitigate this as far as is possible. Chief Fire Officers have jointly met with Portfolio Holder / FRA Chairmen, a joint FRS Strategic Leadership meeting has been held and a strategic partnership assessment toolkit has been used to identify actions that can be taken to strengthen our collective approach. However, this risk remains significant and cannot be underestimated.

33. Risk assessments of the remaining options have been undertaken and still identify some partnership risk due to the requirement to work with an external partner for resilience purposes. However, this is similar to the current situation and can be managed adequately. The most significant risk to the OFRS of pursuing a non Thames Valley collaboration is potential inability to draw down the full DCLG resilience grant and the medium to long term revenue implications of continued provision of our own Control Room facility.

### *Legal risks*

34. Detailed work on the collaborative approach has identified potential complexity in determining an effective governance arrangement. The governance proposal in the SOC is in part designed to address procurement and contractual requirements relating to redeploying current equipment and systems and allowing effective mechanisms for future procurement should this be necessary. Further work will be required by all three FRA legal advisors before any final governance arrangement were to be proposed.
35. Irrespective of the governance arrangements, OCC acting as the FRA remain fully responsible for the discharge the statutory obligations contained in the Fire & Rescue Services Act 2004.

### **Financial and Staff Implications**

36. Financial and staff implications for delivery of Phase 1 and the production of the Full Business Case can be met from existing project resources. Should all three FRAs approve Phase 1 of the programme, the Full Business Case will be finalised.
37. At this stage it is considered highly likely that successful application and receipt of the DCLG resilience grant will allow all programme capital and revenue expenditure for Phase 2 and 3 to be met, subject to the agreement of a building strategy.

### **RECOMMENDATION**

38. **The Cabinet is RECOMMENDED subject to the approval by Buckinghamshire and Milton Keynes and Royal Berkshire Fire and Rescue Authorities of the further progression of the Joint Thames Valley Approach to:**
- (a) endorse the progression of phase 1 of the joint Thames Valley programme (Improved Resilience)**
  - (b) approve the necessary expenditure to create the Full Business Case which will be subject to further approval by the Cabinet in February 2012**

- (c) require the CFO to report back to the Cabinet Member for Safer and Stronger Communities on a regular basis concerning:
- (1) progress with the joint DCLG bid for the resilience grant funding
  - (2) progress with Thames Valley partnership working arrangements
  - (3) progress on the creation of a suitable governance structure

If either Buckinghamshire and Milton Keynes or Royal Berkshire Fire and Rescue Authorities fail to approve the further progression of the Joint Thames Valley Approach Cabinet in RECOMMENDED to:

- (d) require the Chief Fire Officer to instigate appropriate actions to progress an alternative contingency plan, based on options 3 or 4 as identified in paragraph 22 above, subject to the approval of the Cabinet Member for Safer & Stronger Communities.

**Colin Thomas**  
**Deputy Chief Fire Officer**

Background papers: Strategic Outline (business) case  
Contact Officer: Colin Thomas – 01865 855206

September 2011

CA7

Annex 1 Extended PESTEL analysis of alternative options

<b>Staffing issues</b>	<b>Local benefits</b>	<b>Resilience &amp; Spate</b>	<b>Political</b>	<b>Economic</b>	<b>Social</b>	<b>Technical</b>	<b>Environmental</b>	<b>Legal</b>	<b>Remarks</b>
<p>Minimisation of staffing effect. Least staff disruption.</p> <p>Protects current staff from further uncertainty</p>	<p>Sub optimal for increased working as part of the Local Resilience Forum</p> <p>Provides for continuation of existing OCC activities</p>	<p>Innovative agreement with BT in progress but overall current resilience not considered adequate for the longer term</p>	<p>Least desirable to Govt. May be appealing politically as reinforces localism agenda. However may be unacceptable locally as threatens long term ability to meet statutory duty either due to equipment failure or lack of ability to deal with spate conditions. If failure occurs reputational risk significant</p>	<p>May be least initial cost but sub optimal in longer term due to no or limited government funding and no longer term efficiency benefits</p> <p>Current costs likely to rise due to contractual arrangements with Airwave Solutions LTD</p>	<p>Public may be least threatened by this but in reality may be at greater long term risk due to failure or capacity for spate calls</p>	<p>Least challenging for OCC / OFRS delivery. Increased requirement but reduced ability to maintain and respond to system failures render option unviable</p>	<p>Continued use of some older facilities and equipment with higher energy consumption</p>	<p>Potential for statutory duty not to be met in the longer term. Potential for litigation if failure of statutory duties were breached. Provides for greatest clarity of statutory responsibilities</p>	<p>Unless significant improvements in resilience and spate call handling / mobilising are made this option is considered undesirable.</p>
<p>Minor staffing effect. Some staff disruption for training across other functions</p> <p>Protects current staff and enhances flexibility</p>	<p>Sub optimal for increased working as part of the Local Resilience Forum.</p> <p>Provides for continuation and expansion of OCC activities</p>	<p>As above but with some potential for increased resilience by closer working with the OCC Customer Service Centre</p>	<p>Still considered undesirable to Govt. May be appealing politically as reinforces localism agenda and aligns with business strategy in innovating new ways of working. However, still may be unacceptable locally as it does not secure long term ability to meet statutory duty either due to equipment failure or lack of ability to deal with spate conditions. If failure occurs reputational risk remains significant</p>	<p>May still be least initial cost, allowing for some OCC systems integration but sub optimal in longer term due to no or limited government funding and minimum longer term efficiency benefits</p>	<p>As above</p>	<p>Still least challenging for OCC / OFRS delivery but will require some integration with wider systems. Increased requirement but reduced ability to maintain and respond to system failures render option undesirable</p>	<p>As above</p> <p>As above</p>	<p>Significant improvements in resilience and spate call handling / mobilising still required but overall if the benefits from OCC integration are significant this option could be seen as viable</p>	

3. FRS integration / virtual Control

Moderate staffing effect. Some staff disruption for training across other FRS systems. Potential for staffing efficiencies due to ability to dynamically allocate calls across 2 or more control rooms

Sub optimal for increased working as part of the Local Resilience Forum. Could still secure or expand OCC activities

Moderate resilience increases possible. Capacity for spate calls improved

Depending on arrangements may be moderately desirable to Govt. Accords with localism agenda. Secures ongoing direct political oversight. Reduced potential for failure

CA7

Annex 1 Extended PESTEL analysis of alternative options

Capital cost increases over options 1 and 2 due to interfacing issues. Potential for Govt funding. Potential for modest revenue efficiencies

Public view may be supportive as local FRS control is retained but with enhancements

More technically challenging depending on partner and extent of integration chosen

Considered marginally better than options 1 and 2

Statutory duties may be protected but requires moderate work to clarify the legal arrangements in governance and partnership working.

This is in effect similar to current systems but with the introduction of modern technology, allowing partners to receive calls and mobilise on the other partner's behalf. A significant improvement to current arrangements whilst maintaining maximum oversight over function

4. OCC Integration & Virtual Control

As above

As above but with benefits of providing continued or expanded OCC activities

As above

As above with added localism and new ways of working benefits

As above but with added benefits of continued ability to provide 24/7 support to other aspects of the OCC

As above

As above

As above

As above

Seen as the optimum position for a OCC / OFRS centric solution

5b(1). Increased Resilience

Minor staffing effect. Some staff disruption for training across other FRS systems

Remains sub optimal for increased working as part of the Local Resilience Forum Provides for continuation of existing OCC activities

Combination of BT agreement and support from TV partners creates minor increases in resilience

Considered as politically acceptable and desirable locally. Govt likely to view this positively but considered less desirable than fully converged approaches

CA7

Limited initial capital costs but sub optimal in longer term due to limited efficiencies

Public support likely

Achievable but will require investment and potential sub optimal use of individual technology components

Limited benefits based on some carbon reduction due to new technology deployments

Of the three TV options least difficult to meet legal requirements

Seen as the credible threshold or do minimum level for a TV approach. Seen as minimum entry standard to collaborative project. Allows immediate resilience benefits

5b (2). Phased Approach

Increased uncertainty for staff. TUPE may be relevant. Staff effects dependant on building strategy

As above

Increased abilities via TV partners creates moderate increase in resilience

Considered as politically acceptable and desirable locally. Govt view likely to be more supportive than increased resilience but less than full convergence

Increased capital costs but may have potential Govt funding available and could deliver small revenue saving

Increased impact on some stakeholders. Relatively complex HR implications if interim solution enacted

Potentially the most difficult to achieve technically

Limited benefits based on some carbon reduction due to new technology deployments

Significant procurement and governance issues. Statutory responsibilities require clarity

Allows increased benefits to partners particularly if system failures or availability of buildings becomes an issue

5b(3). Full Convergence

Maximum uncertainty for staff. TUPE may be relevant. Staff effects dependant on building strategy

Provides for co-terminosity with the Local Resilience Forum. Could allow wider third party and Local Authority

Potentially technically most resilient. Staffing resilience as yet uncertain

Most desirable to Govt. Considered locally politically acceptable

Probable least cost over lifetime of facility due to revenue reduction. Most likely to receive maximum Govt funding  
Creates

Increased impact on some stakeholders but greatest societal benefit due to increased effectiveness

Significant effort required but in the longer term most likely to provide most effective system and opportunities for wider collaboration

Reduces carbon footprint due to power reductions and staff travel overall reductions

Governance and statutory responsibilities will require extensive research and activity to resolve all issues. Ongoing governance function most

Seen as the optimum solution  
Wider benefits anticipated from availability of further collaboration opportunities

Annex 1 Extended PESTEL analysis of alternative options

CA7

Annex 1 Extended PESTEL analysis of alternative options

	services to be provided. Significant enabler for other collaborative activities			opportunity for income from third parties	ess and resilience	via sharing of ancillary systems		complicated	Additional benefit of co-terminosity with Local Resilience Forum
Potential significant detriment to staff	Larger suppliers unlikely to be willing or able to meet local needs.  Lack of co-terminosity with local Resilience forum	Potentially most technically resilient depending on supplier.  Potentially most able to meet spate conditions depending on supplier	Unknown degrees of political support and financial effects are unknown until market testing is undertaken. Significant concern over potential loss of direct control	Potential for high entry cost due to new equipment and interfacing requirements but with subsequent reduced revenue cost. Probability for limited DCLG financial assistance. Could release revenue savings relatively quickly.	Considerable resistance from some stakeholders anticipated	Entirely dependent on supplier. Interfacing requirements for wider management information could be challenging	Entirely dependent on supplier but highly likely to have significantly lower carbon footprint due to increased calls per operator	Contract / Service level agreement can assist but not resolve. No transfer of ultimate liabilities which remain with the FRA. Initial contract development and then SLA monitoring significant	Market testing of this solution would be required but initial discussions show that control specific revenue savings are largely offset by requirements to provide new Management Information interfaces



Division(s):

## **CABINET – 20 SEPTEMBER 2011**

### **SAXON CENTRE - BIG SOCIETY FUND/ASSET TRANSFER POLICY**

#### **Report by Head of Strategy and Communications**

#### **Introduction**

1. On 19 July 2011 Cabinet allocated funding in the first round of the Big Society Fund. Amongst the successful bids Cabinet agreed the bid for asset transfer of the Saxon Centre at Northway, Oxford to the Oxford Boxing Academy (OBA). This decision was subject to OBA meeting the financial commitment at the existing value of the site.
2. The OBA has agreed to pay the existing use price for the site and acknowledged the Cabinet's desire that the local community have access to the facility.

#### **Cooling-off period**

3. During the eight week cooling-off period for this decision as specified in the Asset Transfer Policy a second bid for the Saxon Centre has been received and considered. Awareness of a second bidder interested in this asset was noted in the report to Cabinet on 19 July.
4. In line with the Asset Transfer Policy we are bound to consider any new bids using the same assessment process. A meeting of councillors from the Oxford locality was convened to discuss the second bid and offer comments to Cabinet to support decision making.

#### **One-eighty bid**

5. The bid is from a group called One-eighty which aims to build and strengthen the local community, by offering a full week and weekend timetable of activities, for all age groups.
6. Councillors and officers were impressed with the ambition and vision of the One-eighty proposal and were keen to support the group in its community development aims for the Northway community.
7. Councillors and officer comments on the one-eighty proposal question both the sustainability of the project and potential duplication with the existing community centre in the area.
8. On balance the view of councillors and officers is that the Oxford Boxing Academy bid provides a more sustainable future for the Saxon Centre. The full assessment of the bid with service and councillor comments is at **annex 1** and the recommendation to Cabinet at paragraph 16.

## **Financial and Staff Implications**

9. Sale of the Saxon Centre to the Oxford Boxing Academy at existing use value will bring a capital receipt to the council. The council's total asset portfolio will reduce as a result. If the site were leased to One-eighty a nominal rent would be charged.
10. There are no staff implications in this proposal.

## **Legal Implications**

11. The boxing academy is requesting to purchase the freehold of a site. One-eighty would wish to lease the site. Sale at a value reflecting existing use will be accepted with provision made within the transfer deeds for the County Council to recoup an appropriate proportion of any uplift in value secured subsequently through a change of use.

## **Equality and Inclusion implications**

12. Councillors and officers are keen to encourage the boxing academy to ensure access to the relocated club to the local community and we have received a commitment from them to this effect.
13. An equality impact assessment on the Big Society Fund was provided in the July report to Cabinet.

## **Risk implications**

14. There is a risk to the county council that Big Society projects are not sustainable and are not able to continue in the future due to a lack of resources thereby depriving the community of an important community facility.
15. As identified earlier in the report there are concerns about the sustainability of the One-eighty proposal whereas the Oxford Boxing Academy is a well established and thriving sports club and the likelihood that this would happen in the foreseeable future is minimal.

## **RECOMMENDATION**

16. **The Cabinet is RECOMMENDED to**
  - (a) **uphold the decision to sell the Saxon Centre to the Oxford Boxing Academy**
  - (b) **encourage One-eighty to work with the community centre in Northway and reconsider its application to the Big Society Fund in a future round of bidding.**

Guy Swindle  
Head of Strategy and Communications  
Contact Officer: Alexandra Bailey  
September 2011

**Oxfordshire Big Society Fund  
 BID Assessment Form**

Section 1 – Project Overview

Project Name: One-eighty
Project Description: Create a community café in Northway (Saxon Centre) as part of a community centre providing a week and weekend timetable of inspiring education and activities, for all age groups
Amount bid for: £14,855 + asset transfer
Project Location and Locality: Saxon Centre, Northway, Oxford
Sponsoring Councillor: Cllr Roy Darke was consulted on the proposed project

Section 2 – BID Criteria Assessment\*

*Qualitative assessment*

Community Benefits (meets identified need) Creates a venue to bring together all groups in the community while at the same time teaching volunteers working skills through the café. It is understood that there are plans for a café as part of the city council's redevelopment of the Northway Community Centre. It is not clear what the need for a café is in the community.
Innovation and Creativity This would be a new initiative that would involve many groups in the community and provide young people and others with a place to go. More account needs to be taken of activities of planned community centre.
Sustainable Business Case Social Enterprise concept needs more detail, costs in future years seem very high and possibly difficult to sustain. It is not clear how reliant the project is on the success of the social enterprise. If this is not sustainable can the community café operate independently?
Community Involvement The community has been consulted through surveys, and has demonstrated support for the bid. The bid has financial support from some members of the community.

Section 3 – Service Officer View*Where applicable*

This seems an interesting bid although heavily predicated on the café idea – it is not clear how much research has been done to identify need for usage of a café in Northway and would have major concerns about the emphasis on this as this social enterprise aspect is critical to the sustainability of the business plan. The bid has good community focus and suggests programmes matched to community need. Albeit untested. Ideally we would like to see something more in relation to open access work as well Redi session in the early evening as this is what we are losing.

Section 4 – Locality Review Group Assessment

Councillors were of a consensus that the One-eighty bid is attractive and proposes a positive local facility for the community of Northway. However there were a number of concerns about the bid and business plan. These included;

- Uncertainty as to whether the project will be able to generate the required income through the BE social enterprise including a lack of detail about the interest of schools in taking this up and how this will be sustained.
- Potential overlap of activities to be provided with those of the Northway community association such as the community café and activities for older people.
- Lack of awareness of the new Community centre that is planned and the opportunities that will bring.
- The plans that do not include any income generation from use of the building by different groups.

Overall councillors felt that the One-eighty bid had some strong ideas that they would be keen to support in the Northway community but that these would be best developed through existing community facilities namely the Northway Community Centre which has potential to accommodate them.

Councillors felt, on balance, that the proposal from the Oxford Boxing Academy has more potential to succeed but were keen to ensure that the sale sets out that the local community and in particular local young people should be able to access activities provided by the Boxing Academy.

Property Comments

<b>Saxon Centre – One Eighty</b>	
<b>Type of transfer requested</b>	One Eighty are requesting a lease.
<b>Lease Terms</b>	Property & Facilities recommend a term of 5 years with an option for the tenant to break at 2 years and then annually.

	<p>In line with the Asset Transfer Policy the tenant will be responsible for all repairs and maintenance and insurance.</p> <p>Also in line with the Asset Transfer Policy a notional rent will be charged but this has not be allowed for in the bid (allow £3,000pa).</p>
<b>Site issues</b>	The asset is a standalone building and was refurbished 3 years ago.
<b>Condition and Required Maintenance</b>	The asset was refurbished 3 years ago. There is required maintenance of £11,600 identified. The main item is replacement of the boiler at a cost of £5,000.
<b>Sustainability of Proposal</b>	<p>Some property running costs included in the bid are based exactly on OCC's cost information which may not necessarily reflect the cost to the community. No contingency is allowed for. A notional rent of £3k is allowed for as stated in the Asset Transfer Policy.</p> <p>No allowance is made for repairs and maintenance costs. £5k pa should be allowed for.</p>
<b>Capital Implications</b>	As at February 2011, the site has an estimated alternative use (residential) capital value of £165k. The whole site has an estimated existing use (community use) capital value of £46k.
<b>Key points to note</b>	In granting a lease to the community the County Council is losing the option of selling the site and realising a capital receipt.
<b>Property &amp; Facilities position</b>	<b>Should Cabinet not uphold the decision to sell the centre to the Oxford Boxing Academy Property &amp; Facilities would support the transfer of the asset to One Eighty under a 5 year lease with a tenant only option to break at the end of the second year and then annually.</b>

\*Taken from 'Eligibility Checklist' document included as part of the 'Guidance Notes for the Application' page on the website.

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Division(s): NA
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## CABINET – 20 SEPTEMBER 2011

### CORPORATE PLAN PERFORMANCE AND RISK MANAGEMENT REPORT FOR THE FIRST QUARTER 2011

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 April to June 2011.

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

As in the fourth quarter 2010/11 Cabinet report, this report provides an update against all Corporate Plan priorities.

#### 2. Key Issues

Using the Corporate Plan as the foundation, the following pictures emerge:

- Overall performance against 2011/12 targets is good
- All key corporate projects are performing well and are on course to deliver on time
- Some priority areas are performing slightly under target, but are being managed and appropriate corrective actions have been agreed.

#### 3. Performance against our Corporate Plan Targets

Priorities for action	How we will measure our success	Q1 progress/performance
<b>Efficient Public Services</b>		
Deliver the business strategy	Deliver the Business Strategy including £119 million savings by 2015	6 weekly reports are monitoring progress of projects and staff reductions. Monthly monitoring reports are being presented to Cabinet.

Priorities for action	How we will measure our success	Q1 progress/performance
	Complete 14 locality reviews by March 2012	Locality Reviews have been commenced for all 14 localities. Locality Review officers are working with elected members to identify impact of savings proposals and decisions on communities. Property locality reviews have also commenced.
Provide community leadership	Big Society Framework	Locality Reviews have helped Members work with their communities to identify Big Society Fund projects. Wave 1 of the Fund was overwhelmed with bids – seeing £280,000 pounds offered to community groups.
Develop our customer focus	Deliver actions set out in our Customer Service Strategy  Deliver actions set out in our Corporate ICT Strategy	Good progress has been made against the actions in both the Customer and ICT Strategy.
Work closely with others to ensure Oxfordshire 2030 objectives are advanced	Agree new medium term partnership priorities and implement 2011/12 targets	Partners have given broad agreement to new partnership priorities
<b>World Class Economy</b>		
Develop the Oxfordshire Local Enterprise Partnership	Priorities for the partnership will be developed and implemented during 2011/12	Priorities have already been developed, Governance of delivery arrangements will be considered in late 2011
Improve skill levels	Reduce the number of 16-19 year olds not in education, employment or training to 6%  Ensure 35 apprenticeship starts at OCC and 15 in our supply chain by April 2012	At the end of Q1, we achieved 6.1% NEETs  Having already appointed a number of apprenticeships this year we are confident of meeting the target.
Educational Attainment	Achieve top quartile for Key stage 2 – maths and	Provisional information only – update will be



Priorities for action	How we will measure our success	Q1 progress/performance
	English combined by 2014	provided in Q2
	Achieve top quartile performance nationally for 5 GCSEs A*C (inc maths and English) by 2014	Provisional information only – update will be provided in Q2
	Complete review of schools funding by March 2012	On target to complete the review
Infrastructure development	<p>Prepare an Infrastructure Plan by April 2012 (subject to agreement by relevant partners), and reflect investment priorities within the county council's Capital Programme and the investment programmes of national agencies</p> <p>Deliver the Corporate Asset Strategy targets (and implement the priority programmes from 2011/12 onwards)</p>	<p>Development work has been undertaken, with further work planned following the restructure of the Growth &amp; Infrastructure Service.</p> <p>A number of properties have now been vacated and locality reviews have taken place with councillors in several locations.</p>
Tackle transportation priorities	<p>Implement priority programmes as set out in the Local Transport Plan 3</p> <p>Establish the Area Stewardship Maintenance Fund and its operating framework by July 2011</p>	<p>On track</p> <p>Meetings are taking place with councillors in September to discuss priorities in individual localities.</p>
Broadband	Target for increasing access to high speed broadband by 2015 to be confirmed during 2011/12	Government funding allocation of £3.86m has now been confirmed for Oxfordshire in support the project.
<b>Healthy and thriving communities</b>		
Supporting and developing the Big Society in	Agree and implement strategic framework by June 2011	Achieved

Priorities for action	How we will measure our success	Q1 progress/performance
Oxfordshire	Establish Big Society Fund by April 2011	Achieved
Closer to Communities	Build on locality events already held, in conjunction with local Members, in our six priority areas and develop proposals for remaining localities by June 2011.	Achieved
Break the cycle of deprivation	Continue to deliver the Family Intervention Programme and report on outcomes by March 2012	In hand and now being sustained through the new Early Intervention Service
Focus on prevention in social care	<p>Agree and implement new 2011/12 targets building on Transforming Adult Social Care programme and Children and Young People's Plan Year 2 objectives</p> <p>Provide personal budgets for everyone receiving long-term care in their own home to arrange or purchase their own care and support by April 2012</p> <p>Significantly reduce the number of people awaiting onward care from a hospital setting to an average of 70 per week or fewer by March 2012</p>	<p>Targets have been agreed and are being implemented.</p> <p>Currently 41% of people eligible for personal budgets in the community are receiving them</p> <p>Delayed transfers of care remain significantly above the target (at the week ending 3/7/11, total delays were 100 for the week &amp; an average of 127 for the year to date)</p>
Develop our safeguarding and protection services	Achieve top quartile performance in timeliness of our initial assessments for children compared to statistical and national average each year	On track

Priorities for action	How we will measure our success	Q1 progress/performance
	Increase number of alerts raised by agencies other than Adult Social Care by 10% by March 2012	The adult safeguarding board has recognised that rather than merely increasing alerts, the key issue is to receive appropriate referrals and to deal with them in a timely manner. The number of alerts is monitored locally and any variations are reviewed in the directorate. Targets are in place for the timely initial response to adult safeguarding alerts and the completion of cases and are being met.
Respond to demographic change	<p>Implementation of agreed targets and actions by March 2012</p> <p>Deliver local priorities for 2011/12, as agreed through HEARSAY user event in March 2011</p> <p>Increase the number of informal carers who are supported by the council with services or information to 18,600 carers (41% of the estimated carers) by April 2012</p>	<p>For demographic change, progress is in hand on delivery of additional extra care housing places and on target to achieve additional places by march 2012</p> <p>These are on track – a project plan has been developed and shared with the sponsor.</p> <p>Currently identifying 70 new carers per month – rising to 100 by the end of Q1.</p>
<b>Environment and Climate Change</b>		
Increase energy efficiency and reduce emissions	<p>Energy saving target for the council agreed by March 2012</p> <p>Convert 28,000 street</p>	<p>On track</p> <p>Target to be reconsidered as part of</p>

Priorities for action	How we will measure our success	Q1 progress/performance
	lights to part-night lighting by March 2015 (specific in year targets against the programme to be determined)	the Service & Resource Planning process, as energy cost tariffs have changed significantly, affecting the business case for the proposal.
Waste management	Complete Review of Joint Waste Management Strategy and development of new waste disposal targets by October 2011 (revised in year targets to be confirmed following the review)  Have new waste disposal and recycling facilities operational by March 2015	On track  Work continues towards the 2015 target date.
Protect the Natural Environment	Agree and begin implementing a new Minerals and Waste Framework by March 2012  Begin the implementation of the climate change adaptation action plan by March 2012	Framework due out for consultation in September 2011.  On track

#### 4. Risk Management

Risk Register have been compiled for 2011/12 Quarter 1 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 Corporate Performance and Review Manager

August 2011

Division(s):

## CABINET – 20 SEPTEMBER 2011

### ESTABLISHMENT REVIEW

#### Report by Head of Human Resources

#### Introduction

1. This report provides an update on establishment and staffing activity during the period 1 April 2011 to 30 June 2011. It also tracks progress on staffing numbers since 1 April 2010 as we implement our Business Strategy

#### Current numbers

2. The establishment and staffing numbers (FTE) as at 30 June 2011 are 5175.99 Establishment, 4741.70 employed in post. These figures exclude the school bloc, but include cleaning and catering staff based in schools employed within Environment & Economy.
3. We continue to monitor the balance between full time and part time workers to ensure that the best interests of the Council and the taxpayer are served. For information, the numbers as at 30 June 2011 were as follows - Full time 3080 and Part time 3577. This equates to the total of 4741.70 FTE employed in post.
4. The main changes between Quarter 4 2010/11 and Quarter 1 2011/12 are shown in the table below. A breakdown of movements by directorate is provided at Annex 1. The vacancy numbers at 30 June 2011 reflect on-going restructuring at that time and many of these posts will be deleted from the establishment in the coming weeks.

	FTE Employed	Establishment FTE
Reported Figures at 31 March 2011 – Non-Schools	4906	5314
Changes	-164	-138
Reported Figures at 30 June – Non-Schools	4742	5176

## CA12

5. The reductions in staffing numbers since 1 April 2010 (i.e. the last 5 quarters) are shown in the table below. This equates to a 10.25% reduction in FTE employed and 11.3% reduction in Establishment FTE.

	FTE Employed	Establishment FTE
Reported Figures at 1 April 2010 – Non-Schools	5283	5836
Changes	-541	-660
Reported Figures at 30 June 2011 – Non-Schools	4742	5176

### **Agency costs**

6. We remain committed to redeploying displaced staff wherever possible via our Career Transitions Service but also recognise that operational services are critical and cannot be left without any cover. Prudent use of agency staff is therefore deployed to ensure continuity of service. The cost of agency staff for Quarter 1 2011/12 was £490,466. This is a 39% reduction in spend from the previous quarter.

### **Accountability**

7. Deputy Directors/Heads of Service are required to check and confirm staffing data for their service area on a quarterly basis with appropriate challenge provided by the relevant HR Business Partner .

### **Recommendation**

**The Cabinet is RECOMMENDED to:**

- (a) note the report
- (b) confirm that the Establishment Review continues to meet requirements in reporting and managing staffing numbers.

**STEVE MUNN**

**Head of Human Resources**

**Contact Officer: Sue James, Strategic HR Officer, 01865 815465.**

**6 September 2011**

DIRECTORATE	Total Established Posts at 30 June 2011	Changes to Establishment since 31 March 2011	FTE Employed at 30 June 2011	Changes in FTE Employed since 31 March 2011	Vacancies at 30 June 2011	Cost of Agency Staff * £
CHILDREN, EDUCATION & FAMILIES	1579.43	-20.12	1432.21	-23.75	120.99	92,154
SOCIAL & COMMUNITY SERVICES	1472.07	-99.42	1313.46	-121.19	149.26	156,296
COMMUNITY SAFETY	409.38	-6.97	407.61	-3.79	6.41	9,559
ENVIRONMENT & ECONOMY	827.28	-18.21	783.35	-14.63	48.81	168,084
OXFORDSHIRE CUSTOMER SERVICES	687.27	19.14	620.94	1.46	47.63	58,559
CHIEF EXECUTIVE'S OFFICE	200.56	-12.77	184.13	-2.85	9.62	5,814
<b>TOTAL</b>	<b>5175.99</b>	<b>-138.35</b>	<b>4741.70</b>	<b>-164.75</b>	<b>382.72</b>	<b>490,466</b>

Please note: The vacancies plus the FTE employed will not always be equivalent to the Establishment. Where employees are absent eg on maternity leave or long term sick and have been temporarily replaced, both the absent employee and the temporary employee will have been counted.

\* This figure does not necessarily bear a direct relationship with vacant posts.

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Division(s): N/A
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## CABINET – 20 SEPTEMBER 2011

### FORWARD PLAN AND FUTURE BUSINESS

#### Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
<b>Cabinet, 18 October 2011</b>	
<ul style="list-style-type: none"> <li> <p>▪ <b>Delegated Powers of the Chief Executive - October 2011</b></p> <p>To report on a quarterly basis any executive decision taken by the Chief Executive under the specific powers and functions delegated to her under the terms of Part 7.4 of the Council's Constitution - Paragraph 1(A)(c)(i). Item not for scrutiny call in.</p> </li> </ul>	<p>Cabinet, 2011/071</p>
<ul style="list-style-type: none"> <li> <p>▪ <b>Independent Admission Appeals - Panel Member Arrangements</b></p> <p>To review the arrangements for Panel Members including expenses.</p> </li> </ul>	<p>Cabinet, 2011/086</p>
<ul style="list-style-type: none"> <li> <p>▪ <b>A Revised Policy for Transport Eligibility within Adult Services</b></p> <p>To consider an in principle agreement to a revised policy to support the eligibility criteria for the provision of transport within adult services and seek authority to proceed with a 3-month public consultation on the revised policy.</p> </li> </ul>	<p>Cabinet, 2011/140</p>
<ul style="list-style-type: none"> <li> <p>▪ <b>Learning Disability - Supported Living and Daytime Support Services</b></p> <p>To seek final approval to outsource the Learning Disability Supported Living and Daytime Support Services.</p> </li> </ul>	<p>Cabinet, 2011/165</p>
<ul style="list-style-type: none"> <li> <p>▪ <b>Progress Report on CLA and Leaving Care</b></p> <p>To note progress and issues in relation to the Children and Young People in the Council's care.</p> </li> </ul>	<p>Cabinet, 2011/112</p>
<ul style="list-style-type: none"> <li> <p>▪ <b>2011/12 Financial Monitoring &amp; Business Strategy Delivery Report - August 2011</b></p> <p>Monthly financial report on revenue and capital spending against budget allocations, including virements between budget heads.</p> </li> </ul>	<p>Cabinet, 2011/111</p>
<ul style="list-style-type: none"> <li> <p>▪ <b>Developer Contributions to Service Infrastructure</b></p> <p>To consider a summary of developer contributions secured to County service infrastructure through the planning process for 2010/11 and the amounts negotiated, received and spent throughout the year.</p> </li> </ul>	<p>Cabinet, 2011/048</p>

- **Big Society Fund - October 2011** Cabinet,  
 To consider bids to the Big Society Fund from the second wave 2011/139  
 of applications and agree which bids to award funding. Bids may  
 also include applications for asset transfer.

**Joint Responsibility:** Cabinet Members for Police & Policy Co-ordination and Safer & Stronger Communities.

- **Community Safety Partnership Strategies** Cabinet,  
 To note the view from members, and the Safer & Stronger 2011/150  
 Communities Scrutiny Committee in particular, and to consider  
 recommending the Council to approve the Community Safety  
 Strategies for Oxfordshire.

**Cabinet Member for Children, Education & Families, 4 October 2011**

- **Chill Out Fund 2011/12 - October 2011** Cabinet Member  
 To consider applications received (if any) from the Chill Out for Children,  
 Fund. Education &  
 Families,  
 2011/110

**Cabinet Member for Safer & Stronger Communities, 17 October 2011**

- **Integrated Risk Management Action Plan (IRMP) Fire & Rescue - Draft** Cabinet Member  
 That the Cabinet Member: for Safer &  
 Stronger  
 Communities,  
 2011/113

  - (a) (subject to any amendments which the Cabinet Member for Safer & Stronger Communities may consider appropriate) approves the proposed projects to be included in the Draft IRMP Action Plan 2012-13 for 'risk analysis' and consultation as outlined in the report;
  - (b) to ask the Chief Fire Officer to report the outcome of consultation, with any recommendations for amendment, to the Cabinet Member for Safer & Stronger Communities in February 2012, with a view to formal adoption of the Action Plan for implementation from April 2012.
- **Prioritisation of Consumer Complaints to the Trading Standards Service** Cabinet Member  
 To consider formally adopting a draft policy on the Trading Standards response to consumer complaints. for Safer &  
 Stronger  
 Communities,  
 2011/146

## **Cabinet Member for Transport, 6 October 2011**

- **Replacement of Commercial Bus Services** Cabinet Member  
To consider new contracts for subsidised bus services. for Transport,  
2011/123
- **Proposed New Disabled Persons Parking Places -** Cabinet Member  
**Oxford City and Cherwell** for Transport,  
To seek approval for the proposal to change existing bays and 2011/159  
removal of bays no longer needed.

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