



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 27 February 2018 at 2.00 pm

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

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

Peter Clark
Chief Executive

February 2018

Committee Officer: **Sue Whitehead**
Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care
Steve Harrod	Cabinet Member for Children & Family Services
Lorraine Lindsay-Gale	Cabinet Member for Property & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance
Hilary Hibbert-Biles	Cabinet Member for Public Health & Education
Mark Gray	Cabinet Member for Local Communities

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 7 March 2018 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: 20 March 2018

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

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

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.

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

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

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

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

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

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines.

<http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 4)

To approve the minutes of the meeting held on 12 February 2018 (**CA3 – to be circulated separately**) and to receive information arising from them.

ERRATUM

The attached annex was omitted in error from the minutes of the meeting held on 23 January 2018. The annex contains corrected information in respect of question 2.

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. Corporate Plan - February 2018 (Pages 5 - 8)

Cabinet Member: Deputy Leader of the Council

Forward Plan Ref: 2018/023

Contact: Ben Threadgold, Policy & Performance Service Manager Tel: 07867 467838

Report by Chief Executive (**CA6**).

To consider next steps in developing and finalising the Corporate Plan, following comments from Council on 13th February 2018.

Agree to receive a final version of the corporate plan once work on the performance outcomes and measures, and to engage fully with Councillors, has been completed.

7. Staffing Report - Quarter 3 - 2017 (Pages 9 - 16)

Cabinet Member: Deputy Leader of the Council

Forward Plan Ref: 2017/115

Contact: Sarah Currell, HR Manager – Business Systems Tel 07867 467793

Report by Director of Human Resources (**CA7**).

The report gives an update on staffing numbers and related activity during the period 1 October 2017 to 31 December 2017. It gives details of the actual staffing numbers at 31 December 2017 in terms of Full Time Equivalents. These are shown by directorate in Appendix 1. In addition, the report provides information on the cost of posts being covered by agency staff and an Agency Trend analysis in Appendix 2.

Cabinet is RECOMMENDED to note the report.

8. Forward Plan and Future Business (Pages 17 - 18)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager Tel: 07393 001213

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 **CA8**. 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.

CABINET – 23 JANUARY 2018

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions received from the following Member:

1. Question to Councillor Constance from Councillor Kirsten Johnson

“The Cities-4-People project, funded by the European Union, aims to identify local transport and mobility challenges and co-design sustainable solutions. Why were reports commissioned for Barton and Blackbird Leys, which already have regular public transport, and not arterial villages to Oxford such as Horspath and Forest Hill, which have no transport at all yet have keyworkers who need to get into Oxford for work?

Could we please use the European funding for improving Oxford’s transport to provide public transport for areas just outside the city boundaries which currently have no daily transport?”

Answer

- We needed to choose a potential intervention **area where it would be feasible to build on existing solutions**, as we do not have the funding or time to cover the entire development of services/infrastructure etc.
- There is no sub-contract funding available through the project.
- Project only provides funding covering staff time and a small amount for materials, travel and subsistence, and needs to be delivered within a relatively tight timeline.
- Part of the project’s research consideration is around wellbeing – the areas being considered within Oxford are those with the highest levels of social deprivation and people living on lower incomes
- The project is also focussed on cities, rather than on towns/villages etc; as we considered locations within the boundaries of Oxford city, to fit in with the theme of the research project and other partners
- This is a trial project, with the intention that it could be applied to other areas if it is successful. The project aims to consider whether the ‘co-creation’ approach of engaging with the community to identify key challenges and solutions is one which adds value to the process of consultation, and leads to a better uptake of the solution. It is therefore replicable for other areas.

Please note – potential intervention areas being considered are actually Barton and Rose Hill, though Blackbird Leys was also initially considered alongside Littlemore, and may be returned to if/when scaling up interventions, **and no reports have been commissioned**. To date research has been undertaken within the project team and workshops engaging the communities have been delivered.

2. Question to Councillor Hibbert-Biles from Councillor John Howson

“Could the Cabinet Member please identify those primary schools that have not had an Ofsted inspection since 2010 with the year they were last inspected and whether they are maintained schools or academies - if an academy, which MAT they currently are associated with or if they are a stand alone academy.”

Answer

Supplementary: Responding to information from Councillor Howson that the list was incomplete Councillor Hibbert-Biles undertook to circulate a complete list which is set out below.

The following maintained schools were last inspected in 2010 or before:

Longworth Primary School

Inspection date: 2.12.10

Grade: Outstanding

Ofsted due: exempt (unless concerns identified eg outcomes)

Kingham Primary School

Inspection date: 22.9.10

Grade: Outstanding

Ofsted due: exempt (unless concerns identified eg outcomes)

Chilton Primary School

Inspection date: 14.7.09

Grade: Outstanding

Ofsted due: exempt (unless concerns identified eg outcomes)

Whitchurch Primary School

Inspection date: 5.6.09

Grade: Outstanding

Ofsted due: exempt (unless concerns identified eg outcomes)

The following academies were last inspected prior to academisation with inspection date 2010 or before

Longcot & Fernham Church of England Primary School

Academy Trust: Faringdon Academy of Schools (FAoS)

Conversion date: 5.11.13

Inspection date: 14.10.09

Grade: Outstanding

Dr Radcliffe's Church of England (Aided) Primary School

Academy Trust: Oxford Diocesan Schools Trust

Conversion date: 1.6.17

Inspection date: 22.3.07
Grade: Outstanding

St Christopher's CofE, Langford

Academy Trust: Oxford Diocesan Schools Trust
Conversion date: 1.3.15
Inspection date: 11.5.10
Grade: Good

Stanton Harcourt

Academy Trust: Eynsham Partnership
Conversion date: 1.5.14
Inspection date: 21.5.08
Grade: Good

St Thomas More

Academy Trust: Dominic Barberi MAC
Conversion date: 1.4.13
Inspection date: 9.10.06
Grade: Outstanding

Faringdon Community College

Academy Trust: Faringdon Academy of Schools
Conversion date: 1.4.12
Inspection date: 8.5.08
Grade: Outstanding

The Cherwell School

Academy Trust: River Learning Trust
Conversion date: 1.4.12
Inspection date: 21.9.08
Grade: Outstanding

3. Question to Councillor Yvonne Constance from Councillor Roz Smith

The shortfall for funding the Access to Headington scheme is regrettable given the high expectations of improving traffic flow, increasing walking and cycling and to ease congestion. Would she agree that perhaps it is time for the council to re-consider the whole scheme design, in consultation with stake-holders, and how it relates to any cross city traffic measures, including increasing public transport use?

Answer

Access to Headington will provide critical improvements in infrastructure in a growth area for housing, employment and schools as well as catering for demand to key hospital sites in the area. We agree that the current pause is regrettable but given the importance of the objectives of the scheme, the project, which has gone through significant consultation already, will proceed. Although as already announced, the

exact nature of it what we be delivering will be determined by a funding decision on 1st February by the Local Growth Board, which will indicate whether we proceed as planned or review the design to ensure affordability within budget.

The Oxford Transport Strategy (OTS) proposes a series of projects that look to address citywide connectivity, the Botley Road project being one which is funded with others awaiting funding announcements. OTS is designed to consider the cross-city nature as one project covering the whole city would be too large to fund.

Division(s): All

CABINET - 27 FEBRUARY 2018

CORPORATE PLAN

Report by the Chief Executive

Introduction

1. The corporate plan sets out the County Council's overarching strategy for the period 2018-2021. It states our updated vision for 'thriving communities' in Oxfordshire and describes the council's main priorities and the specific actions that will be taken in the period to March 2019.
2. A draft of the corporate plan was considered by County Council on 13th February 2018, and a motion agreed that the plan should be reconsidered by Cabinet prior to Council agreeing the plan in March.
3. This paper considers the comments raised at County Council, and next steps in finalising the corporate plan.

Background

4. In October 2017 the Council published a short, public-facing document (the 'prospectus') which summarises the council's vision and priorities; this document has been widely distributed and has been positively received.
5. The corporate plan expands on the messages in the prospectus, drawing together as much as possible of what we do, how we do it and how we are changing.
6. It is therefore a longer and more detailed document that is intended for Councillors, staff, partners, inspectors and residents with a specific interest. It is also intended to be a predominantly web-based document, linking to more detailed about specific elements in the plan.

Response to Council comments on the plan

7. Councillors expressed views that the corporate plan should be shorter and more focused, with greater emphasis on future plans and how these will be achieved. Councillors also identified some specific changes to wording in the plan, and these will be addressed in the final version.
8. The current draft of the corporate plan does set out ambitions for the future, including specific actions to achieve this. However, the full detail of how progress will be measured can only be finalised once the priority outcomes and targets have been agreed.

9. The priority outcomes and measures will be discussed and agreed by Performance Scrutiny Committee at its meeting on 15th March 2018, prior to Cabinet being asked to agree them on 20th March 2018. The agreed outcomes and measures will then be incorporated into the final plan proposed to Cabinet and Council.

Finalising the Corporate Plan

10. The corporate plan is a key document for the council, building on and aligning closely to the messages in the prospectus document. Together they set the future strategic direction and how this will be achieved. As such, it is important to engage Councillors fully in its development.
11. Council had recommended that the plan was brought to the next Cabinet meeting and back to Council in March. However, Council also made clear that they would prefer to see the full and final corporate plan, including performance measures, rather than unfinished drafts.
12. It is therefore proposed that more time is taken to complete the work on the corporate plan, including the performance outcomes and measures, and to engage fully with Councillors. Once this work has been completed, the final corporate plan will then be brought back to the earliest possible meeting of Cabinet and Council for agreement.

Financial and Staff Implications

13. There are no direct financial or staffing impacts that have been identified as part of this Plan, the actions to deliver the Plan have been identified to be in line with the staffing and budget available. This is specifically being identified through the service and resource planning process.

Equalities Implications

14. The Plan seeks to ensure all residents are given equal opportunity and looks to address inequalities where they exist. Where any of the actions involve changes to service or service delivery, they are considered as part of the specific proposals (e.g. through Service and Community Impact Assessments).

RECOMMENDATIONS

15. **Cabinet is RECOMMENDED to:**

Agree to receive a final version of the corporate plan once work on the performance outcomes and measures, and to engage fully with Councillors, has been completed.

PETER CLARK
Chief Executive

Contact Officer: Ben Threadgold, Policy & Performance Service Manager

February 2018

This page is intentionally left blank

CABINET – 27 FEBRUARY 2018

STAFFING REPORT – Quarter 3 2017/18

Report by Director of Human Resources

Introduction

1. This report provides an update on staffing numbers and related activity for the period 1 October 2017 to 31 December 2017. Progress will be tracked throughout the year on the movement of staffing numbers from those reported at 31 March 2017 as we continue to deliver our required budget savings. We also continue to track staffing levels since 1 April 2010 to reflect the impact on staffing numbers via delivery of our Business Strategy and Transformation programme.

Current numbers

2. The staffing number (FTE) as at 31 December 2017 was 3439.6 employed in post. These figures exclude the school bloc. 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. The numbers as at 31 December 2017 were as follows - Full time 2520 and Part time 1621. This equates to a total of 4141 employees; 3439.6 FTE employed in post.
3. The changes in staffing numbers since 31 March 2017 are shown in the table below. A breakdown of movements by directorates is provided at Annex 1.

	FTE Employed	Quarterly Change (FTE)
Q4 (31 March 2017)	3404.86	-15.26
Q1 (30 June 2017)	3367.20	-37.66
Q2 (30 Sept 2017)	3356.80	-10.40
Q3 (31 Dec 2017)	3439.60	82.80
Q4 (31 March 2018)		

Quarter 3 Update

4. We remain committed to redeploying displaced staff wherever possible. This is getting more difficult as staffing numbers reduce across the Council. There were four employees redeployed this quarter. We are reviewing the policy and practice in this area as part of our broader approval process (see paragraph 5).

5. Work continues with finance colleagues to incorporate the alignment of establishment and budget data as part of the approval process and to generally improve the organisational structure held on SAP. This will ensure that rigorous checks continue to be in place prior to any recruitment, but also give managers more flexibility to determine the types of roles best suited to their service needs while maintaining an accurate establishment and budget.
6. We 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. In common with all employers, the council deploys agency staff as cover for instances of maternity leave, illness and short-term gaps in recruitment where a permanent replacement is not due to arrive until sometime after an employee has left. Agency spend remains significant but has stabilised after the increase recorded last quarter, and overall is continuing to reduce on last year as indicated in Paragraph 7.
7. The cost of agency and consultancy staff this quarter is reported as £2,366,247, and continuing to reduce to follow the same trend as 2016/17 – a detailed breakdown of Agency spend is shown at Annex 2. The council's new arrangements for the supply of agency workers and interims went live on 7 December with Comensura. Comensura does not supply workers itself but manages the supply chain on our behalf ensuring the council's demand for temporary staff can be met and ensuring through improved market intelligence that we are not paying above market rates. Existing suppliers such as Champion and Liquid Personnel have signed up to the new arrangement on new terms reducing costs to the council. There are currently just over 200 agency workers working for the council including Social Workers, Occupational Therapists, Administrators and Drivers. Comensura's online ordering and time sheeting system will provide more detailed management information to improve the council's ability to monitor and manage demand and costs of agency workers and new reporting will be available next quarter.
8. We will continue to track progress on staff number movements during the year ahead. Since 31 March 2010 the Council has seen a reduction of 1844.5 FTE, a reduction of 34.91%. However this quarter has seen the first increase in staff since 2014, an increase of 109 members of staff, 82.8 FTE - due in the main to a transfer in of 23 Property Staff from Carillion, the transfer in of 27 staff into the Regional Adoption Service plus successful recruitment campaigns resulting in the new hiring of 21 social workers and 14 library staff in the quarter. Staffing numbers will continue to increase over the next quarter as we transfer back in-house the catering, cleaning and maintenance staff working on Oxfordshire Contracts following the demise of Carillion.

Accountability

9. Staffing numbers continue to be monitored rigorously. All requests for recruitment continue to be reviewed by the HR Business Partners and Directorate Leadership Teams. Only posts which are considered business critical are authorised.

Recommendation

10. Cabinet is RECOMMENDED to note the report.

STEVE MUNN
Director of Human Resources

Contact Officer: Sarah Currell, HR Manager (Business Systems),
Tel: 07867 467793.

January 2018

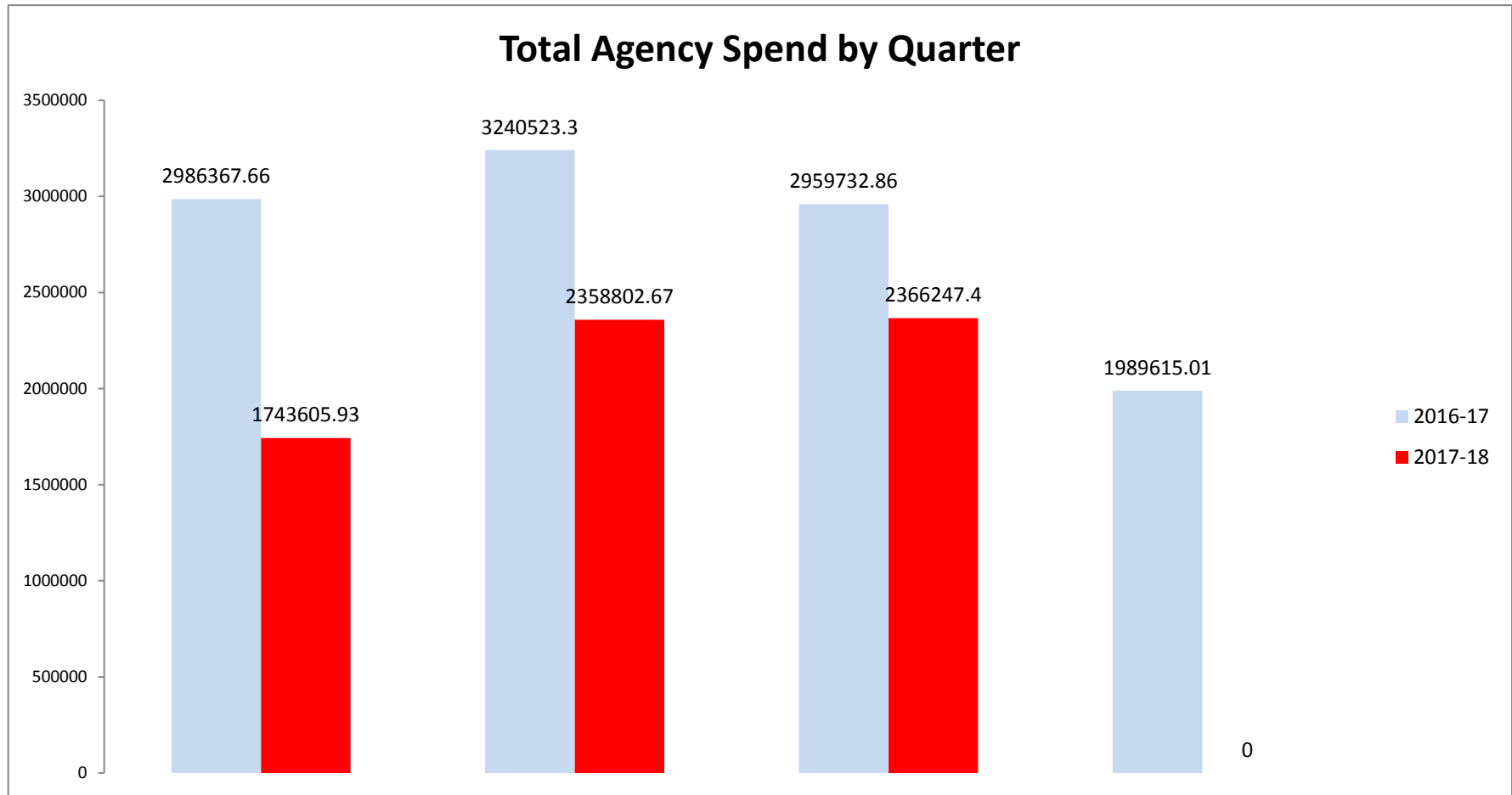
This page is intentionally left blank

STAFFING REPORT 31 DECEMBER 2017 - DIRECTORATE TOTALS

DIRECTORATE	FTE Employed at 31 December 2017	FTE Employed at 31 March 2017	Changes in FTE Employed since 1 April 2017	Cost of Agency Staff £ Q3
PEOPLE	1829.9	1761.5	68.40	1,488,385
Childrens	1136.1	1090.2	45.9	
Adults	668.7	647.2	21.5	
Public health	25.08	24.1	1.0	
COMMUNITIES*	821.3	704.6	116.70	415,433
Communities exc FRS	491.6	376.5	115.1	
FRS and Community Safety	329.7	328.1	1.6	
RESOURCES*	788.4	916.7	-128.3	462,430
TOTAL	3439.60	3382.80	56.80	2,366,247

Please note: 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 page is intentionally left blank



Division(s): N/A

CABINET – 27 FEBRUARY 2018

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet, 20 March 2018	
<ul style="list-style-type: none"> ▪ Business Management & Monitoring report for Quarter 3 - 2017/18 - March 2018 To note and seek agreement of the report. 	Cabinet, Deputy Leader 2017/136
<ul style="list-style-type: none"> ▪ Proposals for the Creation of a Major Road Network - Consultation To seek approval of the Consultation response. 	Cabinet, Environment 2018/016
<ul style="list-style-type: none"> ▪ 2017/18 Financial Monitoring & Business Strategy Delivery Report - January 2018 Financial report on revenue and capital spending against budget allocations, including virements between budget heads and any necessary capital programme approvals. 	Cabinet, Finance 2017/137
<ul style="list-style-type: none"> ▪ Transition Fund for Community Initiatives for Open Access Children's Services - Round 6 To seek a decision on grant funding. 	Cabinet, Local Communities 2017/150
<ul style="list-style-type: none"> ▪ Oxfordshire Museum Service To seek approval of the future provision of County Council Museum Service in Oxfordshire. 	Cabinet, Property & Cultural Services 2017/145

Deputy Leader of the Council, 20 March 2018

<ul style="list-style-type: none"> ▪ Community Risk Management Plan (CRMP) Action Plan 2018-19 To approve the final CRMP Action Plan 2018-19 following consultation. 	Deputy Leader of the Council, 2017/138
--	---

Cabinet Member for Environment, 8 March 2018

- **Proposed Extension of 30mph Speed Limit, Traffic Calming Measures, Prohibition of Motor Vehicles and Zebra Crossings - Denchworth Road, Cane Lane and Newlands Drive, Grove** Cabinet Member for Environment, 2017/155
To seek approval of the proposals.

- **Iffley Fields, Oxford - Proposed Controlled Parking Zone** Cabinet Member for Environment, 2017/126
To seek approval of the proposals.

Cabinet Member for Public Health & Education, 7 March 2018

- **Special Provision Capital Fund - Oxfordshire's Proposal** Cabinet Member for Public Health & Education, 2018/017
To seek approval for the proposed allocation of funding from the Special Provision Capital Fund.