

## Notice of a Meeting

### Strategy & Partnerships Scrutiny Committee Thursday, 12 January 2012 at 10.00 am County Hall

#### Membership

Chairman - Councillor Nick Carter  
Deputy Chairman - Councillor A.M. Lovatt

*Councillors:*

Jean Fooks	Tim Hallchurch MBE	Dr Peter Skolar
Norman Bolster	Hilary Hibbert-Biles	David Wilmshurst
Liz Brighthouse OBE	Chip Sherwood	

#### Notes:

**Date of next meeting: 15 March 2012**

#### What does this Committee review or scrutinise?

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

#### How can I have my say?

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

#### For more information about this Committee please contact:

Chairman	- Councillor Nick Carter E.Mail: <a href="mailto:nick.carter@oxfordshire.gov.uk">nick.carter@oxfordshire.gov.uk</a>
Committee Officer	- <i>Julia Lim</i> , Tel: (01865) 816009 <a href="mailto:julia.lim@oxfordshire.gov.uk">julia.lim@oxfordshire.gov.uk</a>



Peter G. Clark  
County Solicitor

January 2012

## About the County Council

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

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

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

## About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

## What does this Committee do?

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

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

**A hearing loop is available at County Hall.**

# AGENDA

- 1. Apologies for Absence and Temporary Appointments**
- 2. Declarations of Interest - see guidance note on the back page**
- 3. Minutes** (Pages 1 - 16)

To approve Minutes of the meetings held on 29<sup>th</sup> September and 15<sup>th</sup> December 2011 and of the call-in meeting on 8<sup>th</sup> November 2011 (**SYP3**), and to receive information arising from them.

- 4. Speaking to or petitioning the Committee**

- 5. Director's Update**

10.10

The Assistant Chief Executive and Chief Finance Officer will give a verbal update on key issues.

- 6. Update on Localism Bill and Open Public Services White Paper** (Pages 17 - 22)

10.30

Following earlier briefings to the Committee, this update (**SYP6**) reflects most recent developments with the Localism Bill and provides a summary of Council progress on its key elements. The issues raised by the Open Public Services White Paper are also highlighted.

The Committee is asked to consider which aspects of the paper it would like to return to in later meetings.

Contact Officer: Julia Lim, Senior Policy and Performance Officer

- 7. The Council's Draft Corporate Plan** (Pages 23 - 46)

10.50

Opportunity for Strategy & Partnerships Scrutiny Committee to consider the Council's draft Corporate Plan (**SYP7**) prior to approval by Cabinet on 17<sup>th</sup> January.

Contact Officer: Maggie Scott, Senior Policy Manager

- 8. Financial Monitoring Overview 2011/12** (Pages 47 - 62)

11.05

Commentary by Cabinet Member for Finance (**SYP8**).

The report provides a commentary on the financial monitoring to the end of October

2011.

Contact Officer: Kathy Wilcox, Principal Financial Manager

## **9. Service and Resource Planning 2012/13 - 2016/17** (Pages 63 - 66)

11.20

The Cabinet is seeking an overall view from this Scrutiny Committee to assist it on 17 January 2012 with proposing the revenue budget for 2012/13, Medium Term Financial Plan and Capital Programme from 2012/13-2016/17, plus the Capital Strategy & Programme for recommendation to Council.

Attached are the scrutiny committees' comments made on 15th December 2011 on their respective programme areas (**SYP9**).

The Council is committed to reducing its carbon footprint and so these strategies have not been copied again. Copies have been placed on the web. If Members of the Committee have not retained their original copies and would like a further paper copy, please contact the Policy Officer whose details are on the agenda. It is more efficient for the Council to produce any copies needed centrally rather than for individual Members to print them.

The Scrutiny Committee is asked to formulate an overall view and comment to the Cabinet.

## **10. Bicester Garrison Visit - Feedback & Next Steps** (Pages 67 - 70)

11.35

The Chairman will recap on the Committee's visit to Bicester Garrison on 24<sup>th</sup> November. The visit was designed to enable Committee Members to hear more about the joint working between the Council and the military, issues which affect military personnel and plans for development on Ministry of Defence sites in Bicester.

Notes of the visit are included (**SYP10**) to help the Committee consider what issues in relation to military partnership working they could usefully review in future.

Contact Officer: Julia Lim, Scrutiny Officer / Claire Moore Senior Policy and Performance Officer

## **11. Forward Plan**

11.50

The Committee is asked to suggest items from the current Forward Plan on which it may wish to have an opportunity to offer advice to the Cabinet before any decision is taken, together with details of what it thinks could be achieved by looking at any item and propose any other relevant items for the Committee to consider.

## **12. Close of Meeting**

12.00

## 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.

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## STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 29 September 2011 commencing at 10.00 am and finishing at 12.20 pm

**Present:**

**Voting Members:** Councillor Nick Carter – in the Chair

Councillor Jean Fooks  
Councillor Norman Bolster  
Councillor Liz Brighthouse OBE  
Councillor Tim Hallchurch MBE  
Councillor Hilary Hibbert-Biles  
Councillor Dr Peter Skolar  
Councillor David Wilmshurst  
Councillor Charles Mathew

**Other Members in Attendance:** Councillor Jim Couchman (Cabinet Member for Finance and Property)  
Councillor Keith R Mitchell (Leader of the Council)

**Officers:**

Whole of meeting Sue Scane (Assistant Chief Executive and Chief Finance Officer)  
Claire Phillips (Senior Policy and Performance Officer)

<b>Agenda Item</b>	<b>Officer Attending</b>
7	Mark Tailby (Service Manager – Asset Strategy, Property & facilities)
8	Claire Moore (Strategic Partnership Manager)

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

**41/11 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**  
(Agenda No. 1)

Apologies were received from Councillor Lovatt (Councillor Mathew substituting) and Councillor Sherwood.

**42/11 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE ON THE BACK PAGE**  
(Agenda No. 2)

None

**43/11 MINUTES**  
(Agenda No. 3)

The minutes of the meeting held on 21st July 2011 were approved and signed subject to minor corrections.

**44/11 SPEAKING TO OR PETITIONING THE COMMITTEE**  
(Agenda No. 4)

None

**45/11 DIRECTOR'S UPDATE**  
(Agenda No. 5)

The Assistant Chief Executive & Chief Finance Officer gave an update on key work areas of the directorate. The following points were noted;

Chief Executive's Office

The Local Governments Resource Review has been a key item for the team.

Pensions: We have been notified that we will soon receive details of the content of the new pensions legislation. There are two issues:

- i. The government hopes to recoup £900 million in savings. The Local Government Pension Scheme (LGPS) is a funded scheme, so there is a commitment to treat this separately to other public sector schemes. Local Government Group (LG Group) has put forward an alternative proposal.
- ii. We are also awaiting details of how the scheme will be redesigned around the findings of the Hutton Report.

It was asked what freedom there was to vary from central government on pensions. It was responded that there was none as the Oxfordshire Pension Fund is part of the Local Government Pension Scheme.

Human Resources

- In 2010 there were 79 redundancies. It has been possible to keep this number relatively low by managing this early on through natural turnover.
- In 2011 the number of redundancies has increased as planned in business strategies.
- HR has also been working on a single council wide pay policy.

Councillor Brighthouse asked a council-wide scheme will include teachers, as a different method of pay negotiation is built into their contract and over which



governing bodies have some control. Sue Scane **AGREED** to investigate and send a response to the Committee.

Sue Scane **AGREED** to provide the Committee with details of how many early or ill health retirements there have been.

#### Law and Governance

Recently it has been business as usual with some specific high profile cases such as the Ardley incinerator case. We are facing a personal hearing on the unsuccessful appeal against the appeal which went in Viridor's favour.

It is expected that this hearing will be the conclusion of the case and is likely to take place in December. In the meantime it continues to cost the council each month under the terms of our contract.

The need for foreign exchange when the case is resolved was noted and the potential to purchase Euros in advance. Whilst this had been investigated, but requires a fixed date to reserve Euros which is too much of a risk given the current situation.

#### Strategy and Communications

- The past few months have been dominated by the restructure which is now in place. Claire Phillips **AGREED** to circulate details to the Committee.
- Big Society Fund assessment process underway for the second round is underway.

#### Finance and Audit

The Audit Commission has recently approved the 2010/2011 accounts. The team were praised for their working papers.

The Committee acknowledged the work of Sue Scane and her team in improving the accounts.

#### Repatriation

Transfer of repatriations went well. The public turned out in large numbers. The location was good to accommodate the numbers. The national and local news coverage was positive.

The Committee acknowledged the hard work of the team and, good cooperation across parish, district and county councils with the police and the RAF.

## **46/11 FINANCIAL MONITORING OVERVIEW 2011/12** (Agenda No. 6)

Councillor Couchman introduced the Financial Monitoring Overview. He drew attention to the following items:

- Carry Forwards considered by Cabinet (21/06/2011) and agreed are included. Larger carry forwards were only agreed by Council 13<sup>th</sup> September 2011 will be reflected in the report at the end of September.
- Children Education and Families (CEF) and Social and Community Services (S&CS) have indicated overspend on pooled budget: reasons have been requested.
- A saving of £200,000 has been made by the closure of Cricket Lane.
- Changes to treasury management as outlined in paragraph 41-47 of the report. Note: paragraph 41 should read July 2011 and not 2010.
- No changes in the capital monitoring in part three. It was noted that the utility suppliers change in night time tariffs for street lighting may mean planned savings cannot be achieved.

The strain on the CEF and S&CS pooled budgets was noted .This will also be impacted by the Primary Care Trust (PCT) finances and asked how this could be managed.

It was asked whether the over spend in the Older People's and Physical Disabilities Pooled Budget would be cancelled out by the £6 million expected from Health. It was responded that a series of agreements have been carefully negotiated and agreed with the PCT concerning the expenditure of the £6 million. The money is an addition to what has already been agreed.

There was some discussion about the importance of the calculation of the pupil premium which is based on the number of children eligible for free school meals on a specific date. The reluctance of some families to declare this was noted and schools are encouraging them to do so. Members can support their communities to get these figures right.

Councillor Fooks also asked what was happening with the money in Iceland. It was responded that we are currently awaiting the outcome of a court decision about our status as preferential debtors, if the decision goes in our favour we will recoup approx 95% of the funds, however if the decision is not in our favour we will still be able to recoup although less.

An overlap with the Joint Health Overview and Scrutiny Committee (HOSC) was identified around the cost of continuing care. In addition, it was noted that there was a clear overlap with Adult Services Scrutiny Committee regards the Adult Social Care. The Chairman undertook to liaise with the other scrutiny chairmen to address this issue.

It was noted that the language in these reports could benefit from being clearer in order that the Scrutiny Committee are able to scrutinise and understand remedial action better.

## **47/11 PROPERTY AND FACILITIES MANAGEMENT STRATEGY** (Agenda No. 7)

Mark Tailby, Service Manager, Asset Strategy, Property & Facilities, introduced the Property and Facilities – Asset Strategy and Implementation paper. He summarised the aims of the strategy and progress towards each of them as outlined in the paper.

Councillors welcomed the more streamlined approach to property and facilities procurement.

Councillor Bolster suggested that in disposing of properties it is advisable that the council considers neighbouring properties too. In the current market we have to make properties as attractive as possible and there may be opportunities to work with partners on this.

Councillor Brighthouse noted that school properties were not included in this portfolio and urged officers to look at how these buildings are used in the evenings and out of term time.

Councillor Fooks welcomed the locality reviews and asked Mark Tailby to enlarge on what was meant by needing to develop more effective working with partners. It was responded that there was an opportunity to develop a more systematic approach to partnerships. It was noted that there is not currently a definition of *partnerships*.

It was asked whether there were any other issues rising, besides partnerships. It was responded that the corporate Landlord approach, procurement and reduction in energy consumption were all relevant current issues.

It was **AGREED** that Mark Tailby would liaise with Claire Phillips and that these issues would be brought to future meetings as appropriate.

#### **48/11 PARTNERSHIP WORKING - OUR WORK WITH THE MILITARY AND THE COMMUNITY COVENANT**

(Agenda No. 8)

Councillor Mitchell, Claire Moore, Chief Executive's Office and Sarah Wareing Ministry of Defence (MoD) introduced the paper and the Oxfordshire Commitment to the Armed Forces Community Covenant 2011-16.

Councillor Mitchell talked about how the covenant was initiated, introduced the liaison staff based in County Hall and highlighted some of the social care, health and education issues many of the 11,000 service personnel face in Oxfordshire. He explained how a champion system has been developed with lead Councillors providing a close link to each base.

Claire Moore highlighted that Oxfordshire was the first county to develop a military covenant and we have been invited to be a key note speaker at the local government conference. It is important that we keep pushing this and getting more pledges of support. She highlighted the six bids that have been put forward to the £30 million fund available from the MoD for projects to support the military.

Sarah Wareing described the work of her team in the military on key issues in the military civilian partnership. There are only 6 counties in the country with a civil and military covenant.

The Committee welcomed the military covenant.

The Committee noted the recommendations put forward in the paper. While there is nothing to resolve at this stage it was **AGREED** to engage in these issues in future and were interested in the proposal to visit one of the bases and meet with a commander.

Councillor Hallchurch noted that service members were keen to mark Armed Forces Day, and would like the opportunity show their wares and suggested the Oxford Castle for this.

The interest and success of opportunities to talk about experiences by members of the forces was noted and councillors were keen to support more of this in the future. Sarah Wareing agreed that these are always welcomed but hard to arrange although it is hoped to be able to host a future post operation presentation.

While Councillor Brighouse welcomed the work done under the military-civil partnership, she indicated that support for veterans should be included.

The impact of changes to the school funding calculation on schools serving the military was highlighted.

Councillor Skolar asked about health issues that ex service personnel face on leaving the military and suggested as member of HOSC, that this was potentially a future agenda item for that Scrutiny Committee. Sarah Wareing advised that all military personnel are given an assessment on leaving the military and those with mental health issues are provided with six months of support. A great deal of effort was made to ensure that the transition to public health services from the military health service was as smooth as possible.

The recommendation concerning discounts for service personnel and to encourage more businesses to engage in existing schemes and to display this clearly on their premises was welcomed.

The issue of Housing needs for those members of the forces who are leaving was discussed. Sarah Wareing confirmed that she is in contact with relevant strategic housing officers in the District councils and that MoD Joint services representatives have presented to relevant staff across the county about a joined up service for this group across the county.

It was noted that County Council influence in this area is limited in the scope of what it could provide, but that there may be a coordination or scrutiny role.

Sarah Wareing **AGREED** to provide a written update on the provision of accommodation at Carterton.

It was noted that the six bids to the MoD £30 million fund were from a range of organisations including the voluntary sector and are supported by the Partnership. The British legion were also able to put in bids and were aware of the funds.

**49/11 LOCAL GOVERNMENT RESOURCE REVIEW**  
(Agenda No. 9)

The Committee noted the paper and agreed to return to issues as relevant and further to the briefing for all members to take place after the scrutiny meeting.

**50/11 FORWARD PLAN**  
(Agenda No. 10)

In addition to future issues already noted it was agreed that the Chairman would discuss potential items for the next agenda outside the meeting including performance and partnerships.

**51/11 CLOSE OF MEETING**  
(Agenda No. 11)

..... in the Chair

Date of signing .....

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## STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Tuesday, 8 November 2011 commencing at 10.00 am and finishing at 12.00 pm

**Present:**

**Voting Members:** Councillor Nick Carter – in the Chair

Councillor A.M. Lovatt (Deputy Chairman)  
Councillor Jean Fooks  
Councillor Norman Bolster  
Councillor Tim Hallchurch MBE  
Councillor Dr Peter Skolar  
Councillor David Wilmshurst  
Councillor Larry Sanders (In place of Councillor Liz Brighouse OBE)  
Councillor Charles Mathew (In place of Councillor Hilary Hibbert-Biles)  
Councillor John Sanders (In place of Councillor Chip Sherwood)

**Other Members in Attendance:** Councillor Keith R Mitchell CBE, Leader of the Council  
Councillor Zoe Patrick

**By Invitation:**

**Officers:**

Whole of meeting      Huw Jones (Director of Environment & Economy)  
Sue Scane (Assistant Chief Executive & Chief Finance Officer)  
Martin Tugwell (Deputy Director Growth & Infrastructure)

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

### **52/11 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**

(Agenda No. 1)

Apologies were received from Councillor Brighouse (Councillor L Sanders substituting), Councillor Hibbert-Biles (Councillor Mathew substituting), Councillor Sherwood (Councillor J Sanders substituting).

**53/11 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE ON THE BACK PAGE**

(Agenda No. 2)

None.

**54/11 SPEAKING TO OR PETITIONING THE COMMITTEE**

(Agenda No. 3)

Carole Freeman, Support Worker Food with Thought

**55/11 CALL IN OF CABINET DECISION - PROPERTY & FACILITIES PROCUREMENT - SCOPE OF CONTRACT - FOOD WITH THOUGHT/QUEST CLEANING SERVICE STRATEGY PAPER**

(Agenda No. 4)

The Scrutiny Committee had before it the report of the Director for Environment and Economy to Cabinet on 18 October 2011 together with the draft minutes of that meeting.

Carole Freeman addressed the Committee, setting out in detail (as an employee of Food with Thought and as a mother) the achievements and benefits of the Council's Food with Thought service. She noted that the service was profitable (£900k surplus) and popular.

Councillor Patrick spoke in support of the call-in. She, on behalf of Councillor Armitage (who was unable to attend the meeting) summarised the concerns as:

- 1) There was insufficient evidence in the Cabinet report that having a bigger contract would save the Council money: in particular she was concerned that the Cabinet's decision had been based on past needs and failed to take into account the future potential for the service;
- 2) There was over emphasis on the need for profit at the potential risk to quality and standards of service;
- 3) There would not be the same degree of control over the sourcing of food or its quality;
- 4) There would be a reduction in the level of customer support if the service was included in the contract.
- 5) The benefit in terms of reductions on the environment had not been demonstrated.

She noted that the current arrangement with Food with Thought is popular with schools and families, that there has been a substantial improvement in the service in recent years. Councillor Patrick noted that transferring operational risk needs to be looked at closely, particularly if the best interests of the children were to be maintained.

The Chairman thanked both Mrs Freeman and Councillor Patrick for their presentations. He suggested that as their comments addressed all three parts of the call-in the Committee continue the debate on that basis.



The Chairman invited Martin Tugwell, Deputy Director for Growth and Infrastructure to brief the Committee on the issues placed before the Cabinet as part of their deliberations.

Councillor Skolar asked Councillor Patrick if similar points (that she and Mrs Freeman raised) were provided to the Cabinet: Councillor Patrick confirmed that Councillor Armitage had indeed presented the same information as she had done. She also confirmed that Ruth Lister had presented information to that of Mrs Freeman to the Cabinet as part of their debate on the issue before taking their decision.

The Director of Environment and Economy set out the context within which the Cabinet had taken its decision: in particular he outlined the scope of the work that had been undertaken. He reminded the Committee that the Cabinet had not been asked to make a final decision on whether or not to include Food with Thought within the contract; rather that it had merely agreed to include the Food with Thought service as part of the *scope* of the contract. In this context he suggested that the issues raised in the call-in notice may in fact be premature.

The Chairman sought questions and comments from the Committee members and reminded the Committee that the meeting needed to focus on the matters as described by the call-in.

Councillor Fooks enquired as to what information had been provided to the Cabinet prior to their decision (such as business plans, performance and price). Questions were also raised by Councillor L Sanders regarding financial and reputational risks. Councillor J Sanders requested a copy of the procurement timetable.

In response, the Leader confirmed that he was satisfied that the Cabinet had had all the relevant information required in order to enable it to take a sound decision. He confirmed that the information had been provided both at the Cabinet meeting itself and at various stages prior to it during the process at informal meetings.

Martin Tugwell referred Councillors to the draft Cabinet minute where it was recorded that:

*“...that this was not the final decision. Food with Thought had made remarkable progress: the service should be in the contract but if it did not meet ... expectations he would expect the council to renegotiate with it excluded.”*

In response to this point, and to satisfy the concerns raised by this meeting, Cllr Mathew suggested that the Committee suggest to the Cabinet that the contract procurement process be taken forward allowing for two options to be priced – one with Food with Thought in scope and one without.

Cllr Carter noted that there were three parts of the call-in and that all aspects had now been discussed by the Committee. He proposed that the Committee agree they have no material concerns over the Cabinet decision. He also suggested that the Councillor Mathew’s suggestion be considered as a comment to be feedback to the Cabinet for its consideration.

SYP3

Before seeking the Committees decision, Cllr Carter offered Councillor Patrick, as a representative of the call-in group, the opportunity to make a few final closing comments.

With respect to part 1 of the call-in ('not proved in the report that having a bigger contract will reduce risk or save money'), it was resolved:

7 votes to 3 not to refer the decision back to Cabinet as they had no material concerns about the decision and that it is was satisfied that the decision was properly made.

Members also agreed 9 votes to 1 (as an overall general comment back to Cabinet) that the procurement process proceed on the basis of two options for pricing – one with and one without Food with Thought in scope.

For part 2 of the Call in ('not demonstrated that including the school meal service will improve meal take-up or maintain quality'), it was resolved:

7 votes to 3 to take no further action because the Committee is satisfied that the decision was properly made.

For part 3, of the Call-In ('not demonstrated that environmental performance will reduce use of chemicals, waste water and achieve recycling targets'), it was resolved

7 votes to 3 to take no further action because the Committee is satisfied that the decision was properly made.

Councillor Carter confirmed the Committee will return to this subject and welcomed offers from the Deputy Director to provide updates and briefings at regular intervals to this Committee.

End 12 noon

..... in the Chair

Date of signing .....

## STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 15 December 2011 commencing at 4.45 pm and finishing at 6:00pm

**Present:**

**Voting Members:** Councillor A.M. Lovatt – in the Chair

Councillor Jean Fooks  
Councillor Norman Bolster  
Councillor Liz Brighthouse OBE  
Councillor Tim Hallchurch MBE  
Councillor Hilary Hibbert-Biles  
Councillor Chip Sherwood  
Councillor Dr Peter Skolar  
Councillor David Wilmshurst  
Councillor Charles Mathew (In place of Councillor Nick Carter)

**Other Members in Attendance:** Councillor Jim Couchman, Cabinet Member for Finance and Property  
Councillor David Robertson, Deputy Leader

**By Invitation:**

**Officers:**

Whole of meeting Lorna Baxter (acting Head of Corporate Finance)  
Paul Gerrish (interim Deputy Director Oxfordshire Customer Services)  
Huw Jones (Director Environment and Economy)  
Sue Scane (Assistant Chief Executive and Chief Finance Officer)  
Graham Shaw (Head of ICT Business Delivery)  
Martin Tugwell (Deputy Director Growth and Infrastructure)  
Julia Lim (Scrutiny Officer)

Part of meeting

**Agenda Item                      Officer Attending**

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

**56/11 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**

(Agenda No. 1)

Apologies were received from Councillor Carter (Councillor Mathew substituting) and Councillor Sherwood.

**57/11 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE ON THE BACK PAGE**

(Agenda No. 2)

None.

**58/11 SPEAKING TO OR PETITIONING THE COMMITTEE**

(Agenda No. 3)

None.

**59/11 SERVICE AND RESOURCE PLANNING 2012/13 - 2016/17**

(Agenda No. 4)

The Committee received a presentation from Huw Jones (Director of Environment & Economy) on the Environment & Economy (E&E) business strategy in relation to Property and Oxfordshire Customer Services (including ICT) and looked at changes and variations in Annex 4 in detail.

Huw explained that the majority of savings in E&E going forward would be achieved by changing the way the directorate works, through strategic asset management, ICT and workforce planning.

Proposals for savings in the property area were discussed first.

In giving their support for the proposals some **Members did express concern about risks to the Council being increased through exposure to external providers.** Huw Jones explained the due diligence processes in place and offered to explain the approach to contracting further to any Members that were interested.

Cllr Brighthouse was happy to accept this offer.

Oxfordshire Customer Services (OCS) and ICT were then discussed. Members were keen to understand more about the decision not to pursue arms-length trading in OCS. The substantial changes to the market caused by the financial constraints in local government and significant savings already achieved in OCS were explained as the reasons.

The Committee were interested to hear about the challenges facing the Oxfordshire Community Network (OCN) and Public Service Network. Officers stressed the importance of investment in the County's ICT offer, particularly in the context of the expansion of superfast broadband to ensure it remains competitive option for schools and other users.

Members were happy with the explanations given for variations to the Medium Term Financial Plan (MTFP). **Huw Jones welcomed questions from the scrutiny committee on implementation throughout the year.**

**Chief Executive's Office**

Four minor variations to the MTFP as set out in Annex 4, were explained by Sue Scane (Assistant Chief Executive and Chief Finance Officer). The committee expressed concerns about the impact that staffing reductions in the Chief Executive's Office was having on staff workload and stress levels.

Councillor Fooks asked for a report on changes to staffing arrangements in the Chief Executive's Office to be added to the future work plan of the committee. This was agreed by the Chairman.

The importance of working differently and maximising the use of IT in future in order to maintain levels of service to frontline customers was stressed by both the Assistant Chief Executive and Councillors Robertson and Couchman.

**The Committee broadly supported the Chief Executive's Office Business Strategy.**

**Capital Strategy**

Members supported the capital strategy as set out in Annex 7b.

..... in the Chair

Date of signing .....

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## Strategy & Partnerships Scrutiny Committee

**12 January 2012**

**Policy Update - Open Public Services White Paper and Localism Act 2011**

### Purpose

1. To update Members of the Strategy and Partnerships Scrutiny Committee on the government's policy agenda as articulated in the Open Public Services White Paper and provide a briefing on the Localism Act.
2. This paper follows an earlier briefing given to the Strategy and Partnerships Scrutiny Committee in March 2011.

### Background

3. The coalition government has a fundamentally different philosophy to the previous government in terms of how public services should be delivered. A critical element is the desire to devolve power to the most appropriate local level and see power shift from central government to local areas and local people.
4. Key themes that can be seen across the broad policy agenda are a focus on:
  - Strengthening communities and increasing their engagement and involvement with decisions about things that affect them
  - Improving the transparency of decision making and public service organisations
  - Diversifying the providers of services to better meet local need
  - Placing an emphasis on local growth as a stimulus for improvements in local services rather than centrally provided grants.
5. These drivers cut right across Oxfordshire County Council's core business and in many ways align well with the Council's aim to create a 'Thriving Oxfordshire' which recognises the importance of engaged and empowered communities able to lead and benefit from growth.
6. This paper focuses particularly on the Open Public Services White Paper and the Localism Act 2011, which together can be seen as providing the bedrock of the new approach.

## Open Public Services White Paper

1. One of the key policy document published in recent months is the Open Public Services White Paper. This consultation document set out the government's goals in relation to the way in which public services should operate and be delivered in future.
2. The five core principles set out in the White Paper are set out below, along with some of the other policy initiatives which fit under these principles:
  - a. Increase choice by giving people direct control over the services they use. For example, provision of personal budgets, provision of data to enable choice.
  - b. Power should be decentralised to the lowest appropriate level. For example focus on provision of community rights, neighbourhood planning, Police and Crime Commissioners.
  - c. Public services should be open to a range of providers. For example support for mutual and social enterprise and pro-active procurement approaches.
  - d. The state's key role is to ensure fair access to public services
  - e. Public services must be responsive and held to account by the people they serve. For example a focus on open data and pay transparency.
3. Many of these principles are already core aspects of the Council's work, for example the roll out of personal budgets in adult social care, the completion of Service and Community Impact Assessments when services are changing to guard against discrimination and unfair access.
4. The government's response to their consultation exercise has not yet been published therefore the detailed implementation plan nationally is not yet clear. What is clear is that these principles will underpin the government's approach to public services going forward and will be driven by departments across Whitehall.

## Key Areas of the Localism Act & OCC Response

1. The Localism Bill received Royal Assent on the 15<sup>th</sup> November 2011 becoming the Localism Act 2011. The Act represents a key landmark for the coalition government in its goal to decentralise power and strengthen the role of local communities in decision making on public services.
2. The Localism Act introduces a range of new powers and possibilities for both local communities and local authorities. The key provisions within the Act are outlined below. Further guidance and implementation



nationally will be worked on over the coming months with all measures due to be in operation by April 2012.

### **Planning / Finance**

5. Encouraging growth is a key feature of central government's approach to local finances. As part of this approach under the Localism Act local authorities are given the power to set local discounts on business rates to support struggling businesses and encourage new start-ups. Any discount will need to be fully funded locally.
6. A duty to co-operate in relation to strategic planning has been introduced to ensure that where planning issues impact on two or more local authorities they proactively work together.
7. These changes should be seen within the context of significant alterations to funding for local government and planning that also build upon the broad principles of localism. These include some element of future budgets being based upon locally raised business rates, the Community Infrastructure Levy and the New Homes bonus, in addition to the likelihood in future of funding flowing through the Local Enterprise Partnership.

### **Governance**

8. Councils now have greater freedom to change their governance structures with the ability to move away from the executive model back to a committee system if they wish.
9. The Standards Board has been abolished. Instead there is a requirement to be placed on local authorities to draw up their own local codes for elected members.
10. A General Power of Competence will be introduced, allowing local authorities to do anything unless expressly prohibited by law. This is different to the existing system which allows local authorities only to do those things permitted in legislation.

### ***OCC Response***

A report to the Standard's Committee in December outlined the Council's plans to produce one code of conduct across Oxfordshire (county and districts) in response to the abolition of the Standards Board. Parish and town councils will also be required to adopt a code of conduct and can do so by adopting the code of their principal authority. Therefore if a code can be adopted by the County Council and its districts there is an opportunity for harmonisation throughout the three tiers of local government in Oxfordshire.

The General Power of Competence may be of relevance to the Council; however the use of the power will need to be considered on a case by case basis as services identify innovations which may require

its support.

The ability to set business rate discounts sits with the billing authority i.e. the districts, there are likely to be a range of different schemes in Oxfordshire. Where appropriate we will be working closely with district colleagues on other changes to the financing of local government to ensure strategic / infrastructure needs are being sufficiently considered.

Through existing arrangements such as the Spatial Planning and Infrastructure Partnership (SPIP) and the Council's system of regular bilateral meetings with Oxfordshire districts, the duty to co-operate is already being enacted within the County. The community's response to the opportunity to be more involved in local planning decisions and the district role in supporting this engagement may make arrangements like SPIP more significant in future in terms of managing broader infrastructure needs.

### **Empowering communities**

11. The Act introduces a range of new powers for local communities in order to support the shift in public service delivery and ownership to the lowest possible level.
12. Community Right to Challenge – this enables voluntary and community groups and council employees (where they form a mutual) to express an interest in delivering a council service. The local authority must consider the expression of interest and where it is accepted run a procurement exercise for the service. This right is designed to make the most of innovative community ideas for running services differently and in a way which is more tailored to local needs.
13. Community Right to Buy – under this right communities will be given time to raise capital to 'save' assets designated as of community value when the owner gives notification of their intention to dispose. Assets can be both public and private. The list of assets of community value must be prepared by local district councils. Once included assets will be on the list for 5 years.
14. Neighbourhood Planning and the Community Right to Build – parish or town councils can designate an area it wishes to create a plan for. After this has been recognised by the local planning authority the parish / town council can then set general planning policies for the development and use of land in the area (a neighbourhood development plan). Communities can also permit developments they want to see without the need for planning applications (a neighbourhood development order). These must be agreed by local referendum. Neighbourhood plans and development orders must be scrutinised by an external examiner to ensure they conform with national and local planning policy.

**OCC Response**

Working is taking place in the Council's Property and Facilities Service to review the implications of the Act for property, particularly how we respond to the community right to buy and the impact this may have on the Council's assets.

Using the Council's existing locality working structures may be one way to effectively manage the roll out and up take of the new community powers. It is known at the moment what appetite there might amongst community groups to challenge or take on assets. This is something the Council will be looking to explore further with voluntary sector colleagues and using learning from the recent experiences with the transfer of assets through the Big Society Fund.

Neighbourhood planning is primarily a district concern. Four areas in Oxfordshire are Neighbourhood Planning Frontrunners (Banbury, Wroxton, Thame, Woodcote and Chipping Norton) and will be receiving specific funding to support the development of these techniques. The final National Planning Policy Framework has not yet been published. Learning from the frontrunners and confirmation of the planning policy framework will help determine issues which OCC need or wish to be involved with further.

**Local Government pay accountability and transparency**

15. Local authorities will have to publish a senior pay policy annual statement which sets out the Council's policies in relation to the remuneration of its chief officers and lowest paid employees and the relationship between the two.
16. Statements must be prepared by 31<sup>st</sup> March of the preceding financial year starting with March 2012. These must be approved at Full Council and published on the council website

**OCC Response**

The Council's Corporate Governance Group is taking forward work to ensure the Council is compliant with the requirements around pay transparency and a special Council meeting has been set up. Other transparency measures such as publishing Council expenditure of over £500 have already been addressed. The Council's open information page on the website provides details for the public.

**Future Work**

17. The implementation of this new agenda may be something that the Strategy and Partnerships Scrutiny Committee wishes to return to in future. The specific links to the committee's remit are highlighted below:

- a. Corporate and community leadership – response to push for greater community power / involvement.
- b. Property – community right to buy.
- c. Procurement – open commissioning policy in a number of services, enabling different providers to participate.

18. It is important for the Committee to bear in mind the current financial constraints the Council is operating in and importance this places on prioritising our response to national policy to those issues of most significance locally.

Report by Maggie Scott, Senior Policy Manager  
January 2012

Contact: Julia Lim, Senior Policy and Performance Officer, 01865 816009

## Strategy and Partnerships Scrutiny Committee

12<sup>th</sup> January 2012

### Draft Corporate Plan 2012/13 – 2016/17

**Purpose:** To invite comments from the Strategy and Partnerships Scrutiny Committee on the Council's draft Corporate Plan.

### Background

1. The Corporate Plan produced last year built on our new business strategy and outlined how the Council would respond to the significant reduction in budget and the new policy direction of the coalition government.
2. The draft for 2012/13-2016/17 is a fairly light touch refresh of last year's plan, though it also seeks to reflect the significant changes that have been implemented over the past 12 months.

### Key Issues

3. Committee members are asked to comment on the attached draft. Comments will be provided to Cabinet at the meeting on 17<sup>th</sup> January 2012.
4. We are currently working on identifying appropriate performance metrics for the plan, to drive the Council's performance framework for next year. This information will be included with the Plan when it is considered by Council in early February.

### Key Dates

5. The timeline for sign off is:
  - a. Formal Cabinet 17<sup>th</sup> January 2012
  - b. County Council 7<sup>th</sup> February 2012

Report by Assistant Chief Executive  
December 2011

Contact: Maggie Scott Senior Policy Manager tel 01865 816081

**DRAFT**

**Corporate Plan  
2012/13 – 2016/17**

## Foreword from the Council Leader

### TO FOLLOW

### About Oxfordshire

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

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

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

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

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

More key facts about Oxfordshire available on the Oxfordshire Data Observatory website: [www.oxfordshireobservatory.info/aboutoxfordshiredata](http://www.oxfordshireobservatory.info/aboutoxfordshiredata)

[MAP TO BE ADDED]

## Context

In last year's budget the Council identified the need to make savings of £119 million between 2011/12 and 2015/16. In addition the coalition government set out a new policy direction with profound implications for the council and other public sector organisations. Last year's Corporate Plan explained how we would respond to these changes.

The past twelve months have been challenging. We have focused on protecting front line services and ongoing delivery of the Council's core business whilst at the same time becoming significantly slimmer and more efficient, through radical transformation of all service areas.

Notable changes in the past year include:

- Savings worth £55m on course to be delivered
- The Council is now very much leaner. The restructuring that we started in 2010/11 has continued in 2011/12. All services have now been, or are currently being, restructured. There has also been a reduction in the number of council Directorates from five to three (Economy and Environment; Children, Education and Families; Social and Community Services, supported by a significantly smaller Chief Executive's Office),
- The number of senior managers employed has reduced by over 40% in the period 1 April 2010 to 30 September 2011. In the same period overall staffing numbers (excluding schools) have reduced by 12.9%.
- A stronger focus on achieving and supporting economic growth, with the establishment of the business-led Oxfordshire Local Enterprise Partnership and announcement of a Local Enterprise Zone in the south of the county, sitting alongside a refocused Oxfordshire Skills Board.
- We have established a new Early Intervention and Prevention Service to work with troubled families to help identify solutions before they escalate
- We have been part of the Department of Health early implementers programme and worked closely with health colleagues to establish a shadow Health and Wellbeing Board.
- We have established an Infrastructure Fund to enable forward funding of projects, unlocking further opportunities for investment in local infrastructure.
- We have focused on supporting the development of Oxfordshire's Big Society and increasing levels of community engagement, including establishing a Big Society fund to enable local communities to do more to help themselves.

The approach set out in last year's directorate business strategies and the overarching Corporate Plan will continue to provide the foundations for our strategy. The next twelve months will therefore be the second year of delivering the four year plan we set out last year.

Key issues to address in the next twelve months:

- We will continue to protect front line staff, in particular in those core services that support and protect the most vulnerable residents in Oxfordshire
- We will achieve further savings of £37m in 2012/13
- We will implement national policy changes that affect the Council and our key partners. This includes:



- Localism Act 2011 – a range of measures to support decentralisation including new community rights, reforms to planning processes and empowerment of local government and local communities
- Open Public Services – sets out the government’s intention to increase choice, decentralise power, diversify public service provision and increase accountability and transparency
- Local Government Resource Review – proposals for major changes to the way in which local authorities are funded, including some element of local retention of business rates (rather than the current system of formula grants based on population and need). This puts economic growth at the heart of securing quality public services in future
- Schools- current government policy places increasing emphasis upon school autonomy, through Free Schools and Academies, and a more specific role for local authorities in supporting those most in need, thereby changing the relationship between the Council and local schools.
- Strategic National Planning framework - we will take a local leadership role to align funding streams and deliver priority outcomes for Oxfordshire.
- Health and Social Care Bill - from April 2012 all upper tier authorities will be required to lead a new statutory Health and Wellbeing Board to develop a local Health and Wellbeing Strategy and co-ordinate the commissioning of public health, clinical and social care. In addition public health functions will transfer to local authorities in 2013, with shadow funding allocations to be made in 2012. A Social Care Reform White Paper is expected in Spring 2012. This is likely to have significant implications for the way in which social care services are funded in future and respond to the recommendations of the Dilnot Review.
- Police and Social Responsibility Act 2011 - establishes the role of a Police and Crime Commissioner for each Police Authority area and the subsequent abolition of Police Authorities. Police and Crime Commissioners will allocate local community safety funding which had previously been provided direct to the Council.

The remainder of this plan summarises our broad strategic direction within the context of the challenges set out above.

## Our Goal: A Thriving Oxfordshire

We will continue to work towards the same strategic objectives as last year but are now setting these within the context of delivering an overall goal of a Thriving Oxfordshire. This means having fulfilled people, vibrant and active communities, and a great place; maximising economic growth whilst ensuring that the fruits of growth are enjoyed by all parts of our community and minimising any negative impact on our environment.

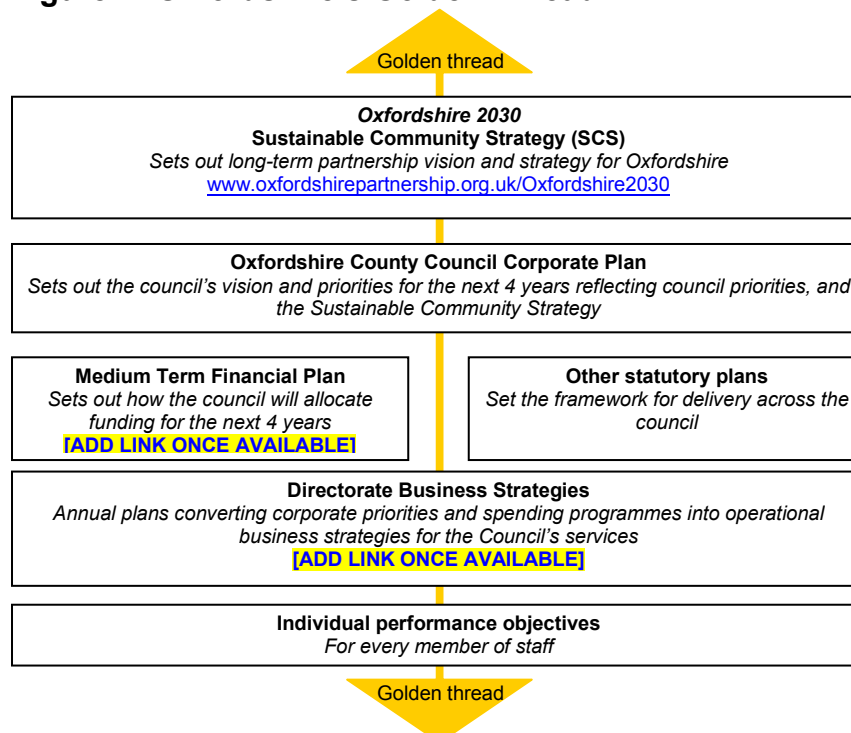
To deliver a Thriving Oxfordshire the Council will work towards the following strategic objectives:

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

These objectives fit into the 'golden thread' shown in Figure 1. This links all of our work from top level objectives through to service delivery and ensures that as a Council we take a coordinated approach to the challenges we face.

Our strategic objectives continue to be consistent with Oxfordshire 2030, the county's long term plan which was developed with partners in 2008. Despite very significant changes to the financial and policy environment that the Council and our local partners face, we remain committed to working together to deliver the longer term ambitions for Oxfordshire.

**Figure 1: Oxfordshire's Golden Thread**

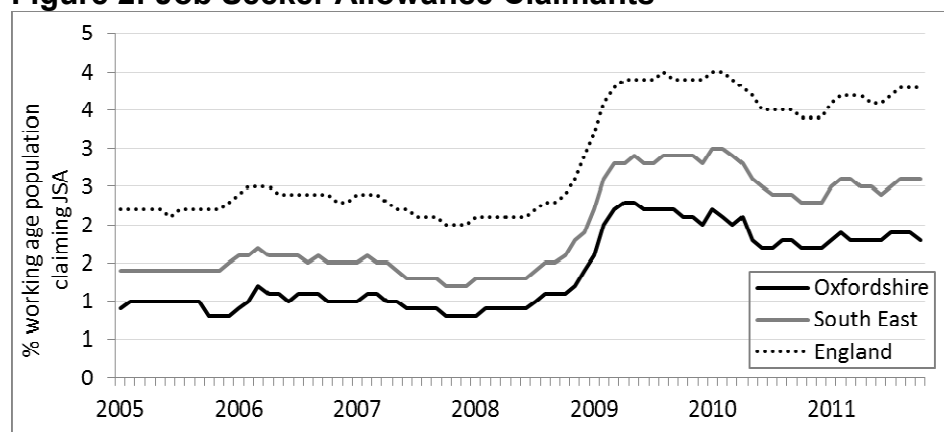


## World Class Economy

Oxfordshire forms the hub of Britain's knowledge economy with the largest concentration of research and development activity in Western Europe, driven by Science Vale UK, two universities and their many spin-off research centres and start-up businesses.

We have one of the strongest economies in the South East and despite the national and global economic difficulties, continue to have one of the lowest rates of unemployment in the country. In order to maintain and build on this strong position we must nurture and invest in the local economy.

**Figure 2: Job Seeker Allowance Claimants**



Source: Department for Work and Pensions, December 2011 (from Nomis)

The ongoing success of our economy is fundamental to achieving broader ambitions for Oxfordshire. Without economic success we will lack the ability to compete in a global market and generate the wealth that will in turn enable investment to be made more widely in society.

Economic growth has to be delivered by business, but the County Council has a vital role to play in providing strategic leadership and facilitating the creation of an environment that enables business to flourish. We are key partners on the Oxfordshire Local Enterprise Partnership and are supporting the establishment of an Enterprise Zone at Science Vale UK. We also have a key role to play in our leadership of strategic planning and infrastructure provision across Oxfordshire.

### *Infrastructure*

We want to ensure that infrastructure enables rather than limits our economic growth. To achieve this we are working with our district council colleagues to develop a strategic infrastructure framework for the county. This seeks to maximise and align national and local funding to a common agenda of what needs to be built and where.

The county's population is expected to continue to grow rapidly, and although the gap between earnings and house prices has fallen slightly since the start of the recession housing affordability remains a problem in Oxfordshire. Ensuring an adequate supply of affordable housing remains a key factor in encouraging economic growth, so although housing development has slowed

in the short term our ambition remains to see planned major developments around Banbury, Bicester, Didcot, Oxford and Wantage realised.

### *Transport*

Enabling movement by car, lorry and public transport remains a key objective. We are fortunate to be strategically well located, just over an hour away from London and Birmingham, with good transport links via the motorway and road and rail networks.

Oxford city already has some of the highest use of public transport in the country and we will continue to work closely with local bus companies to build upon this. Significant improvements are planned for the local rail network, including the opening of a second mainline route between Oxford and London via Bicester by 2013 and the electrification of the existing route by 2017. The government have also recently given provisional approval for a new East-West rail line that will link Reading, Oxford and Aylesbury with Milton Keynes and Bedford. Government has also agreed that a new rail route between Oxford and London Marylebone will be built – Evergreen 3 – including a new station at Water Eaton.

Further work is also underway with Government Agencies to deliver improved road links at pinch points across the county, to support growth. This includes Junction 9 of the M40 at Bicester, Cogges Link Road in Witney and improvements to the network around the Science Vale area.

We have moved responsibility for road safety education into our Fire & Rescue Service, who are well placed to deliver targeted prevention activities to those people most at risk in our local communities and help keep the county on the move.

### *Broadband*

Although some areas in Oxfordshire are already benefiting from next-generation, superfast broadband, other parts of the county, particularly in rural areas, still do not have an acceptable level of standard broadband service. We want to support economic growth and ensure that business and others who need it have access to excellent broadband services, and are working closely with public and private sector organisations and with individual communities to develop the right solutions for Oxfordshire.

### *Skills*

Despite the many positives outlined above the county does face a number of challenges, in particular the need to address the skills gap experienced by one in five employers in Oxfordshire and the numbers of young people who are not in education, employment or training. A significant factor in both issues is Oxfordshire's relatively poor GCSE results. Our performance is more often in line with national averages rather than being well above as should be expected, given the overall affluence of the county. Disappointingly, our GCSE results fell below national averages in 2011. The Council's Strategic Plan for Education sets out how OCC will support improvements in attainment and support schools to ensure that every school is judged to be at least good by Ofsted, and aspires to become outstanding. In 2012 there will be a targeted campaign to improve reading standards across the pupil population.

## Our Priorities for Action

- **Oxfordshire Local Enterprise Partnership (LEP)** – we will continue to support the partnership and through it work with the private and academic sectors to create the conditions to realise Oxfordshire’s economic potential. In particular we will work with others to ensure delivery of the Local Enterprise Zone in the south of the county, and encourage growth in the other priority locations of Oxford city and Bicester.
- **Infrastructure** – we will work across the public sector locally and with central government agencies to prepare an infrastructure plan. Through this we will align investment priorities and decisions to achieve our shared ambitions for Oxfordshire and meet local needs. We will adopt a new approach to securing contributions to infrastructure from developers, and develop proposals that encourage innovative ways of using funds available to deliver necessary infrastructure in a timely way.
- **Tackling transport priorities** – we will work closely with our partners to ensure that our transport strategy supports the needs of the local economy and realises the opportunity to develop alternatives to car use where appropriate and suitable. We are supporting communities through the Area Stewardship Maintenance Fund to enable them to help us address local priorities (such as replacement of non-priority road signs or grass verge cutting). We will seek to secure funding and final commitment to East West Rail, as well as the addressing pinch points in the road network.
- **Broadband** – we are working with business network providers to develop and implement a strategy for the roll out of Super Fast Broadband across the county, to improve access and support business growth.
- **Skill levels** – we are working with others to link adult skills provision to the needs of the local economy and reduce the number of young people not in education, employment or training (NEET). We have also expanded apprenticeship provision, and aim to continue this important entry into the job market, particularly among public sector organisations and local businesses.
- **Educational Attainment** –National policy and funding structures are shifting and we will ensure that the council can respond effectively so that the needs of all pupils are met. We have worked with key partners across the county to agree a new Strategic Plan for Education and we will focus on delivery of six strands:
  - Aspiration networks – funding allocated to clusters of schools to support each other to bring about whole system improvement.
  - A concentrated approach to securing strong and dynamic leadership and governance.
  - Promotion of Inspirational and Excellent Teaching in all subjects and across all phases.
  - Early Intervention and a Good Start in Life – helping families to make sure children get a good start in life and are in school and ready to learn throughout their education.
  - Targeted and Intensive Support for schools below the Floor Standard, those at risk of becoming so and those struggling to improve.
  - A campaign that everyone can help with – Every Oxfordshire Child a Good Reader

## Healthy and Thriving Communities

Most local residents think Oxfordshire is a good place to live. People are generally affluent and healthy, the sense of community is strong and they feel safe in their local areas.

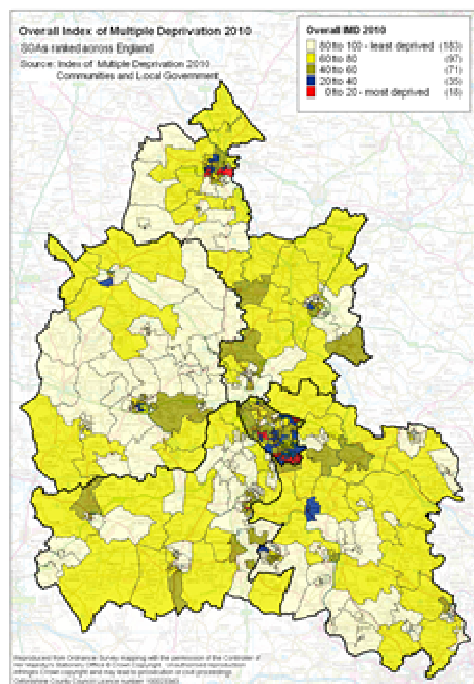
### *Health*

Oxfordshire residents enjoy above average life expectancy, although there are variations across the county. The council works closely with key partners to help deliver the Director of Public Health's priorities: address the demographic challenge, break the cycle of deprivation, improve mental health services, tackle obesity and alcohol related harm, and fight killer diseases.

### *Breaking the cycle of deprivation*

Overall Oxfordshire is an affluent county and levels of deprivation are low, but some small areas in Oxford City and Banbury fall within the 20% most deprived areas in the country. We will continue to work closely with our partners in these communities to address social failure and break the cycle of deprivation that can involve generation after generation of families with low skills and high unemployment, often associated with poor health, crime and anti-social behaviour.

**Figure 3: Deprivation in Oxfordshire**



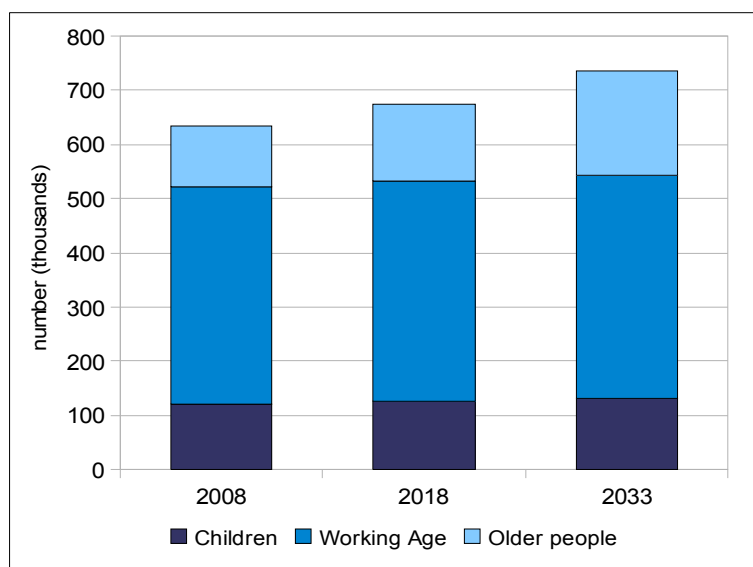
Source: Communities and Local Government, March 2011

### *Demographic change*

The proportion of older people in the population, and younger adults with disabilities, is increasing rapidly, particularly in rural areas. This presents opportunities, as older people are more likely to be actively involved in their communities, carrying with them a wealth of knowledge and experience. However it also increases demand for social and health care services. We will

continue to work closely across the public sector and in our commissioning practices to meet this need effectively.

**Figure 4: Oxfordshire population by age group, 2008 to 2033**



Source: Office for National Statistics, 2008-based sub-national population projections

#### *Support for the vulnerable - prevention and personalisation*

The council will continue to support and protect our most vulnerable residents by effectively targeting resources to those most in need, including young people, older people and those with disabilities.

We will, as far as possible, continue to invest in prevention as a cost effective approach leading to better outcomes for people of all ages, by preventing their needs escalating to the point that they require more expensive and specialist service delivery.

In the past year we have created a new integrated early intervention and prevention service, to work troubled families that are facing exceptional social difficulties. This is an innovative approach that maintains high levels of universal support, whilst increasing the effectiveness of the way we work with those children, young people and families in greatest need by helping them to take greater ownership of their lives and identifying solutions before problems escalate. We have transformed separate services and staff focused on their own professional specialisms, into cross-trained and locality-focused teams. This means a single point of contact for children and family referrals, with one professional taking responsibility for an individual or family.

We are strongly committed to Early Years' provision and want to ensure that all children are given a good start in life. We know that long term outcomes in terms of health and emotional resilience rely particularly on the period between birth and three years of age. Research shows that if children start school being disadvantaged, that gap widens as they go through school.

In addition, our Fire and Rescue Service continues to be on target - at the half-way stage of its 10-year '365Alive' campaign - to save lives, protect property and support the local economy. Our approach towards creating a

safer Oxfordshire will be to continue working with vulnerable people especially around crime and helping them to live independently at home and feel safe.

Prevention is also key to our approach in adult services. We want to keep people well, helping people to live at home and avoid, reduce and delay costly admissions to care homes. We are working with our District Council colleagues, through our Spatial Planning and Infrastructure Partnership, to increase Extra Care Housing, which enables people to live independently with varying levels of care and support on site. This approach is enhanced further by the Fire and Rescue Service being an integrated service within the council and working with adult services, so that key professionals can highlight the safety needs of vulnerable people to each other in a timely and effective manner.

We also want to enable the people whom we support to have more choice and control over the way they live their lives. A crucial way of delivering this is through 'self-directed support' which enables those who are eligible for social care support from the council to decide how they want to be supported through their own personal budget.

#### *Localism and Big Society*

The localism agenda aligns well with the importance that the County Council places on encouraging volunteering and enabling communities to address for themselves the issues that matter locally. The county has a strong voluntary sector with over 4,500 community and voluntary groups, an above average number of regular volunteers and an increasing number of communities preparing community-led plans.

The Council's Big Society Fund, launched in 2011, has enabled communities to bid for start-up funding for community projects that would benefit their areas. In 2011/12 this pump-priming enabled all youth centres that were due to close to remain open, either under the control of the County Council or through transfer to a school or community body. The Council is now keen to build on this approach and will use the opportunities presented by the Localism Act to further strengthen community ownership of issues that matter to them.

We will continue to work with county councillors as community leaders and social entrepreneurs. We are keen to promote community-led models of service delivery and alternative provision of services where viable. We will work with local members, support organisations and community groups to develop options and the Big Society Fund will help to provide start-up funding for new initiatives.

#### *Military community*

There is a significant military presence in Oxfordshire with over 11,000 personnel based at six locations across the county including RAF Brize Norton the UK's repatriation centre. In 2011 Oxfordshire County Council was the first council in the country to pledge support to the Armed Forces Community Covenant and we are fully committed to supporting local military residents and their families. We are currently working with the Ministry of Defence to support the transfer of personnel to RAF Brize Norton when RAF



Lyneham closes in 2012, this includes significant capital investment into the area involving at least 1,000 new homes

## **Our Priorities for Action**

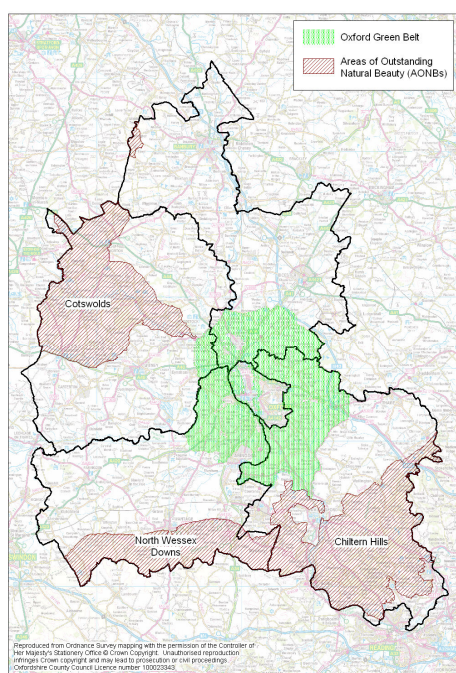
- **Implications of changes to the health service** - We have already established a Health and Wellbeing Board for Oxfordshire, and will ensure that new commissioning arrangements are effective in meeting local need. We will also bring the public health service into the County Council.
- **Improve health outcomes** - we will support delivery of the Director of Public Health's priorities: address the demographic challenge, break the cycle of deprivation, improve mental health services, tackle obesity and alcohol related harm, and fight killer diseases.
- **Demographic change** – we will continue to support the increasing number of older people and people with disabilities, to live in their own home rather than a care home. We will increase the availability of extra care housing and assistive technology to reduce the need for support staff, and continue to provide information and support to carers. We are changing the way day services for older people are provided, maintaining services in major towns, but focusing on community initiatives and local decision-making about how best to support older people in their community.
- **Breaking the Cycle of Deprivation** – we will continue to work in partnership to improve the quality of life in the most deprived areas of the county by promoting better engagement in education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty.
- **Protection and safeguarding** – we will continue to reduce the number of children, young people and adults that need to be taken into care or are in need of protection. We will ensure the multiagency approach to protecting and safeguarding our most vulnerable children and young people is maintained to its current high standard, and will work with our partners to raise public and professional awareness of the needs of vulnerable adults.
- **Prevention** – we will maintain our focus on preventing the need for more specialist services through early identification of problems and early intervention in adult and children's services. We will also help reduce the numbers of fires, those killed and seriously injured on our roads and help prevent crime.
- **Personalisation** - We will focus on giving people choice in the way they lead their lives and how they secure the services they need to support them. From April 2012 we anticipate that 100% of adult social care service users will be using personal budgets.
- **Localism Act** - As further details emerge we will respond to the implications of the Act, which is intended to support decentralisation of power to the lowest level, including establishing new community rights, reforms to planning processes and empowerment of local government and local communities
- **Big Society** – we will work with elected members, partners and voluntary organisations to encourage individuals and communities to take more responsibility. We will continue to provide a Big Society Fund that will support local communities and organisations who wish to identify local priorities and do things for themselves about issues that matter to them.

## Enhancing the Environment

Oxfordshire is the most rural county in the South East, with a fabulous natural environment. This is an important factor in most residents' quality of life and often a key reason for people to visit as tourists or relocate here, having a very beneficial effect on our local economy. We need to manage the tension between our desire and need for economic growth and the need to enhance and protect our environment.

We have beautiful and accessible countryside, including four areas of outstanding natural beauty and many places which are nationally or internationally important for biodiversity. The county also has outstanding architecture, including the Blenheim Palace world heritage site near Woodstock and over 1,000 listed buildings.

**Figure 5: Areas of Outstanding Natural Beauty**



### *Flooding*

Since the flooding across the county in July 2007 a range of mitigation measures have been put in place, but with around 12% of the county lying within the floodplain there will always be a significant number of properties at risk of flooding in Oxfordshire.

### *Energy*

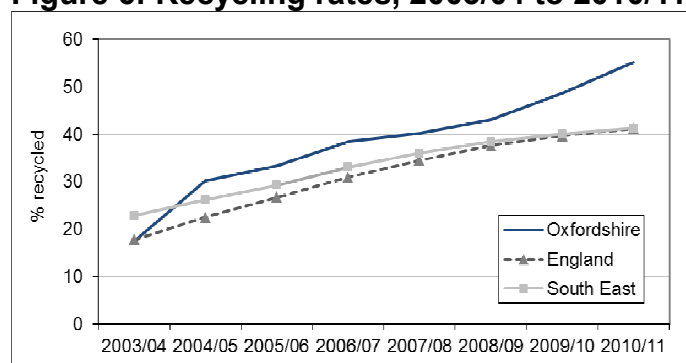
Energy costs are high and forecast to continue to rise rapidly. We are embedding energy saving and carbon dioxide reduction into our business processes across the council, as reducing our energy consumption will also result in financial savings. We will continue to invest in energy efficiency measures in our buildings, including schools, and introduce measures to reduce our demand for energy.

### *Waste Management*

Ongoing investment in our services has resulted in very high levels of waste recycling, with over 60% of household waste now recycled or composted. We

will continue working with partners to build on the behavioural change achieved so far, thus further reducing the amount sent to landfill and minimising our financial liabilities.

**Figure 6: Recycling rates, 2003/04 to 2010/11**



Source: Oxfordshire County Council Waste Management team; DEFRA

## Our Priorities for Action

- **Protecting the environment** – we will make sure Oxfordshire’s natural resources are used as effectively as possible and minimise the impact of economic growth on the environment. We will ensure planning applications for mineral extraction reflect the needs of the local economy. We will work with partner organisations, volunteers, community groups and local communities to protect and enhance the natural environment, and maintain the rights of way network as an important part of the rural economy.
- **Increase energy efficiency and reduce emissions** – we will realise the financial benefits of reducing the council’s emissions, in the process reducing the impact of energy tax.
- **Waste management** – we will continue to work across the public sector to further increase rates of recycling and reduce the amount of household waste sent to landfill. We are investing in new household waste recycling centres near to the major urban areas, and are closing those that have reached the end of their permissions. We are investing in new disposal facilities to convert waste to energy, and will deliver on our plans for new / refurbished Household Waste Recycling Centres. We will also work with our partners to ensure our investment is complemented by other councils investing in improved kerbside collection schemes.

## **Efficient Public Services**

The Council has an excellent track record of delivering value for money and we were 'ahead of the game' in preparing for the difficult times we now find ourselves in. We delivered almost £100 million in year-on-year savings between 2007 and 2011, and have achieved an additional £55m in the past year.

The approach set out in last year's Directorate business strategies and Corporate Plan will continue to provide the foundations for our strategy. The next twelve months, and focus of this year's plan, will therefore be the second year of delivering the four year plan we set out last year.

This plan covers the period from 2012/13 to 2016/17. However local government faces a very significant change in how funding is allocated from 2013/14, when it is likely to be much more driven by local economic growth and some retention of business rates locally. There is also likely to be reductions in national government budgets in the next Spending Review period, as indicated in the November 2011 Autumn Budget Statement, which will inevitably have a knock on effect locally. This means that our financial plans beyond 2012/13 are indicative only and will need further refinement once there is greater clarity from government about the new arrangements.

### *Delivering our Business Strategy*

Although the recent financial situation has presented many challenges and the need for some very tough decisions, it has also provided an opportunity to radically rethink the way we do business and to look again at how we provide value for money for local people.

Aligned to last year's Corporate Plan we developed a Business Strategy to articulate the changes that were required to achieve our savings. One year on we find ourselves in a significantly different place; we are a much leaner and more efficient organisation, focused on delivering core services to support the public, particularly those vulnerable residents with the greatest need. We have undergone significant restructuring, reduced the number of senior managers and stripped out management layers throughout the organisation.

We now have very strong foundations to build upon. Our focus for the coming period will be to achieve a new way of working that will:

### **Maximise the benefits of new technology**

We are already using new technology to help us to work more efficiently and improve the way we provide information, support and access to services. In the past year we have completely refreshed our website so that residents can find the information that they most want and access services online.

We think there is scope to go considerably further, in particular using new technology to stream line the way we work, so that our staff will be able to spend more time with customers, clients, providers and partners. As this progresses we will be able to free up office space – helping us to save money.

### **Rationalise our assets**

The Council owns over 800 buildings, including nearly 300 schools. We know that there is scope to significantly reduce the number of non-school buildings. We will focus particularly on working closely with other public sector organisations to jointly consider our presence in key locations throughout the county. This should improve joined up service delivery across organisations and improve access for customers.. In response to the Localism Act, the Council will also, where appropriate, be exploring opportunities to transfer assets to the community, or manage them differently with greater community involvement.

### **Extend the scope of Oxfordshire Customer Services**

We will continue to redesign our model for support services, building on the establishment of Oxfordshire Customer Services and a new customer contact centre last year.

### *Leadership and partnership working*

Increasingly the job of councils is not to do everything themselves but to enable the right things to happen – through influence, through contracts, through policy and through leadership. The County Council acts as the strategic leader for Oxfordshire and has an important agenda setting role, building on the priorities expressed in Oxfordshire 2030, our local Community Strategy, and in this plan.

Local service delivery is now provided by a wide range of statutory, independent, private and voluntary sector organisations. We work closely with our partners in order to commission and oversee delivery of better outcomes and value for money for local people. This means working effectively with the police, health and other public agencies and at the local level with district, town and parish councils.

In the past year we have reviewed our existing formal partnership arrangements to maximise the benefit we receive for the investment we make. We have retained those that are critical to addressing priorities that we all recognise can only be tackled through joint working. These include the Oxfordshire Local Enterprise Partnership, Oxfordshire Skills Board, Oxfordshire Strategic Planning and Infrastructure Partnership, Oxfordshire Environment and Waste Partnership, Oxfordshire Health and Wellbeing Board (including sub groups on Health Improvement, Adult Social Care, Children and Young People, and Public Involvement), Oxfordshire Stronger Communities Alliance (voluntary and community sector) and the Oxfordshire Safer Communities Partnership. All partnerships are driven by the priorities set by the Oxfordshire Partnership, which continues to meet to provide a light-touch overarching sense of direction and ensure delivery of the priorities in Oxfordshire 2030, our community strategy.

### *Equalities*

We are committed to making Oxfordshire a fair and equal place in which to live, work and visit. We will meet the requirements of the Equality Act 2010, and are publishing a new equalities policy and related performance information. We have identified four key issues that will guide our approach:

- Understanding the needs of our customers
- Providing accessible, local and personalised services

- Supporting thriving and cohesive communities
- Promoting a culture of fairness

We will continue to consult relevant people (residents, service users, providers, partners) if we plan to make changes to a service, and will undertake service and community impact assessments to ensure that vulnerable and other sections of our communities are not unfairly disadvantaged by any changes.

## Our Priorities for Action

- **Delivering our savings target** - delivering our challenging but achievable programme to meet our savings target of £119m million by 2014/15 (this includes £55m on target to be delivered in 2011/12)
- **Business Strategy – we will continue to deliver our directorate and cross cutting business strategies.** In particular we will
  - Improve our **use of technology** to support new ways of working and customer interactions;
  - **Rationalise our property** and encourage the **co-location of public sector services**, and define our policies for disposing of assets to assist community groups in developing proposals for delivering local services themselves;
  - Exploit internal and external opportunities to find savings by moving more functions into **Oxfordshire Customer Services**
- **Collaborative Working** – identifying opportunities to work with others to deliver services more effectively and develop innovative approaches to common issues, whether through formal partnership arrangements or more informal collaborative arrangements.
- **Equalities** - We will meet the requirements of the Equality Act 2010, including publishing a new equalities policy and related performance information.

## Delivery of this plan

### Principles

In delivering the priorities set out in this plan the Council is committed to the following principles:

- **Low taxes** – reducing year-on-year the annual increase in council tax to ease the burden on local people, including a freeze in 2011/12 and 2012/13
- **Real choice** – ensuring residents receive the services they need, in ways that best suit the varying needs of different people and communities. This means more and more services will be delivered by providers other than Oxfordshire County Council and we will increasingly put power in the hands of individuals and communities to purchase the services they need or to run services themselves.
- **Value for money** – we will have an absolute focus on ensuring services are efficient and delivering value for money for local people.

### Values

The way that our staff behave is guided by six underpinning values:

- **Customer focus** – putting the needs of our customers at the heart of everything we do and improving opportunities for local people to have their say and get involved with council decision-making.
- **Honesty** – being open and transparent about how we operate, prepared to admit where we need to do better and communicating the reasons if we are not able to meet the needs of local communities.
- **One team** – working collectively as a council and valuing and developing our staff to perform to the best of their abilities.
- **Innovation** – challenging the way that things have always been done, encouraging and embracing new approaches to meeting the needs of customers, making the delivery of services more efficient and effective.
- **Can-do** – seeing problems and issues as opportunities and looking for solutions, rather than viewing difficulties as obstacles to what we want to achieve.
- **Efficient and effective** – making the best use of our reduced financial resources by harnessing the skills and experience of our staff to help individuals and communities access or arrange the services they need, learning from our successes and constantly challenging ourselves to do better.

This year we have amended 'Involvement' to become 'Innovation' to reflect the need for staff to develop innovative solutions to service delivery and new ways of working in the tighter financial circumstances.

We continue to use intelligence so that where possible we reflect people's needs and preferences in the way they are able to access services and where appropriate, to identify where communities might be able to do things for

themselves about issues that matter to them. Within the wider context of finding more efficient ways to deliver services, mapping patterns of usage has been critical over the past year, and has helped inform significant changes to our services for young people and our library services to focus on hubs in key areas of population in the county.

### **Measuring progress**

Many of the priorities for action identified in this plan are about achieving a tangible improvement in outcomes. These are listed in Annex A along with details of measurement. Progress on these issues will form the basis of the regular quarterly performance reports that are provided to the Council's Cabinet.

Other priorities for action are harder to measure; they seek behavioural / cultural change within the council or identify a need to respond to shifts in national policy. A qualitative assessment of progress against these issues will be provided at the end of 2012/13.



## Finance

*To be added following budget sign-off in February – to include detail of:*

- Spending plans
- Where money comes from
- Link to Medium Term Financial Plan

## Capital

The Council's Capital Strategy sets out the County Council's capital investment plans and explains how the Council intends to maximise the value of its limited capital resources to support the achievement of a Thriving Oxfordshire and the priorities set out in this plan.

This Capital Strategy, despite the challenging economic and financial environment, emphasises the significant contribution that the capital programme can make in delivering corporate priorities and in bringing benefits for wider communities. It seeks to ensure that resources are used in the most efficient way and they support the Council's objectives most effectively. It sets out a robust, relevant and sustainable financial policy and strategy that aim to get most out of the scarce capital resources over the next five to ten years.

[Link to strategy](#)

## **Annex A: Measuring progress**

Progress against the indicators supporting our priorities for action set out below will be measured and reported in public to the Council's Cabinet.

Other priorities for action included in the plan are about achieving less tangible change in behaviour, including cultural change within the council and responding to shifts in national policy. A qualitative progress report on these issues will be reported to Cabinet as part of the 4th quarter reporting at the end of 2012/13.

We are currently working on identifying appropriate performance metrics for the plan, to drive the Council's performance framework for next year. This information will be included with the Plan when it is considered by Council in early February.

## **Further information**

This Corporate Plan provides a high level summary of the strategic issues facing the council and the organisational responses planned for the medium term. It does not provide details of the ongoing service commitment across more than 100 activities for which the county council is responsible. For more information see the following documents and links that complement this Corporate Plan:

1. Information about Oxfordshire County Council

[www.oxfordshire.gov.uk/aboutyourcouncil](http://www.oxfordshire.gov.uk/aboutyourcouncil)

2. Summary of Supporting Strategies, including Directorate Business Strategies

[www.oxfordshire.gov.uk/improvingourperformance](http://www.oxfordshire.gov.uk/improvingourperformance)

3. Medium Term Financial Plan

[www.oxfordshire.gov.uk/links/public/financialplans](http://www.oxfordshire.gov.uk/links/public/financialplans)

4. 'This is Oxfordshire', key facts about Oxfordshire

[www.oxfordshireobservatory.info/aboutoxfordshiredata](http://www.oxfordshireobservatory.info/aboutoxfordshiredata)

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**STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE**  
**12 JANUARY 2012**

**FINANCIAL MONITORING OVERVIEW**

**COMMENTARY BY THE CABINET MEMBER FOR FINANCE**

1. The last Financial Monitoring Overview to Strategy and Partnerships Scrutiny Committee on 29 September 2011 set out the Council's forecast financial position at the end of the first four months of 2011/12. This report provides a commentary on the financial monitoring for the next three months and is consistent with the Financial Monitoring Report considered by Cabinet on 20 December 2011. Each of the reports to Cabinet are available on the Council's website. The Directorate reports upon which the Cabinet reports are based are available in the Members' Resource Centre.
2. Part 1 sets out the forecast revenue position, Part 2 the Balance Sheet, and Part 3 provides an update on the Capital Monitoring position and Capital Programme Review.

**Part 1 - Revenue**

3. The current in – year Directorate forecast including the Council elements of the Pooled Budgets is a variation of –£3.311m or -0.78% against a budget of £426.347m as shown in the table below. The summary budget monitoring table for October is attached in Annex 1 to this report.
4. Within the forecast set out below around 70% of the 2011/12 savings totalling £54.6m have already been achieved or are forecast to be achieved.

Original Budget 2011/12 £m		Latest Budget 2011/12 £m	Forecast Outturn 2011/12 £m	Variance Forecast October 2011 £m	Variance Forecast October 2011 %
112.817	Children, Education & Families (CE&F)	113.595	111.400	-2.195	-1.93
219.442	Social & Community Services (S&CS)	220.953	220.384	-0.569	-0.26
75.561	Environment & Economy	82.788	81.364	-1.424	-1.72
7.751	Chief Executive's Office	9.011	8.919	-0.092	-1.02
415.571	In year Directorate total	426.347	422.067	-4.280	-1.00
	Add: Overspend on Council Elements of Pooled Budgets			+0.969	
	<b>Total Variation including Council Elements of Pooled Budgets</b>			<b>-3.311</b>	<b>-0.78</b>

Plus: Underspend on Dedicated Schools Grant (DSG)				-0.360	
<b>Total Variation</b>				<b>-3.671</b>	<b>-0.86</b>

5. The -£3.311m variation reported for October is £4.620m less than the +£1.309m variation as at the end of July which was reported to Cabinet on 20 September 2011. The change relates to the inclusion of the additional income of £1.1m relating to a rent review of residential homes, increased underspends on Home to School transport, -£0.500m underspend now forecast for Waste Management due to tonnage and recycling/composting levels being better than budgeted and various underspends on Highways and Transport.

Directorate	Forecast Variance as at:			
	31 July 2011 (reported to Cabinet on 20 September 2011)	31 August 2011 (reported to Cabinet on 18 October 2011)	30 September 2011 (reported to Cabinet on 15 November 2011)	31 October 2011 (reported to Cabinet on 21 December 2011)
	£m	£m	£m	£m
CE&F	-1.113	-1.204	-1.831	-2.195
S&CS	+0.991	+0.511	+0.484	-0.569
Environment & Economy	-0.443	-0.892	-1.291	-1.424
Chief Executive's Office	-0.053	-0.053	+0.071	-0.092
<b>In-Year Directorate Total</b>	<b>-0.618</b>	<b>-1.638</b>	<b>-2.567</b>	<b>-4.280</b>
Add: Overspend on Council Elements of Pooled Budgets	+1.927	+2.349	+1.567	+0.969
<b>Total Variation including Council Elements of Pooled Budgets</b>	<b>+1.309</b>	<b>+0.711</b>	<b>-1.000</b>	<b>-3.311</b>
Change compared to July 2011 forecast		-0.598	-2.309	-4.620

6. The forecast revenue outturn by Directorate based on the position to the end of October 2011 is set out below.

#### **Children Education & Families: -£2.195m in-year Directorate underspend**

7. An in-year variation of -£2.195m is forecast (-£2.555m total variation including a -£0.360m underspend on services funded from DSG). The Directorate is committed to achieving -£10.2m of savings in 2011/12.

#### Admissions & Transport

8. Home to School Transport are forecasting a variation of -£0.732m, a change of -£0.251m since the last report to Strategy and Partnerships Scrutiny Committee. The underspend reflects the early delivery of savings required in future years as set out in the Medium Term Financial Plan. This is also reflected in the Service and Resource Planning Process.

#### Placements

9. Placements are currently forecasting an underspend of -£0.290m compared to the breakeven position reported last time. There continues to be a general upward trend in agency residential placements and the position reported allows for £0.373m to be spent on 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.

#### Asylum

10. An underspend of -£0.615m is forecast on Asylum. In the report to Cabinet on 15 November 2011 it was forecast that an additional £0.328m of grant income will be received. The grant income budget has subsequently been increased to £1.328m and the additional funding is available to fund pressures in 2012/13. This area is extremely volatile as it is difficult to forecast the number of new clients entering the service so the position is likely to change by the end of year.

#### Family Support

11. An underspend of -£0.250m is forecast on Family Support and Assessment Teams which reflects vacant posts which will not be filled until later in 2011/12.

#### DSG Funded Services

12. An underspend of -£0.360m is forecast on services funded by DSG. The directorate has yet to allocate £2.445m of the non-schools contingency. Schools Forum need to be consulted before the allocations can be finalised. Details on how this is planned to be spent will be included in future reports, but is expected to be used fully in 2011/12.
13. The Council's DSG allocation for 2011/12 has been reduced by £6.504m to reflect the transfer of budget provision for two secondary schools that have converted to academy status during the year. It is anticipated that up to a further eight secondary and three primary schools may convert to academy status before March 2012. This would mean a further reduction in DSG of up to £8.460m for schools formula funding plus £0.045m in respect of DSG Local Authority Central Spend Equivalent Grant (LACSEG). Centrally provided services budgets are unaffected as the DSG LACSEG adjustments will be met from a one-off provision held within the Individual Schools Budget contingency<sup>1</sup>.

#### **Social & Community Services: -£0.569m in year Directorate overspend**

14. An underspend of -£0.569m is forecast. There is also a forecast overspend of +£0.969m on the Council elements of the Pooled Budgets (mainly on adults with physical disabilities). The directorate is aiming to make savings totalling -£19.6m in 2011/12.

#### Adult Social Care

15. Social Work (Locality Teams) are forecasting an overspend of +£0.455m. This pressure is ongoing and is being considered as part of the Service and Resource Planning process for 2012/13 and also as part of other reorganisation proposals.
16. Savings of £0.141m will not be achieved by Internal Learning Disabilities in 2011/12. This is an improvement of -£0.154m since the last report due to the service holding vacancies prior to the restructure. These savings are partly dependent on restructuring Day Services and Supported Living and partly on the implications of the proposed transfer of the services to external providers. It is

<sup>1</sup>In addition to DSG LACSEG, Local Authority LACSEG is currently removed from Formula Grant on a share of the total schools converting nationally so is unaffected by the number of conversions locally.

expected that the full year effect of the savings will be realised within the current Medium Term Financial Plan period.

17. Following a rent review of residential homes arrears totalling £1.1m for the period April 2007 to March 2011 are now due from the service provider. This one off amount has been included in the forecast for the directorate.

Community Safety (Including Fire & Rescue)

18. Community Safety are forecasting an underspend of -£0.330m an increase of -£0.230m since the last report. The change reflects underspends of -£0.200m being forecast on wholetime firefighters and -£0.100m on the retained duty system. 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.

**Pooled Budgets**

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

19. As shown in the table below the Older People's and Physical Disabilities Pooled budget is forecast to overspend by +£2.082m, +£0.827m on the Council's element and +£1.255m on the Primary Care Trust's (PCT) element.
20. The forecast includes the use of the additional 2011/12 funding of £6.196m for Adult Social Care being provided via the NHS of which the majority has been allocated to the Older People's Pooled Budget.

<b>Original Budget</b>	<b>Latest Budget</b>		<b>Forecast variance Oct</b>	<b>Forecast variance Sept</b>	<b>Change In Variance</b>
80.288	78.112	Older People	-1.246	-0.478	-0.768
6.880	6.749	Physical Disabilities	1.801	1.733	0.068
0.910	1.085	Equipment	0.272	0.235	0.037
88.078	85.946	<b>Total Council Elements</b>	0.827	1.490	-0.663
31.124	31.667	<b>PCT elements</b>	1.255	1.368	-0.113
<b>119.202</b>	<b>117.613</b>	<b>Total</b>	<b>2.082</b>	<b>2.858</b>	<b>-0.776</b>

Older People

21. The County Council's element of the pool is forecast to be underspent by -£1.246m. This is due to underspends on the External Home Support budget and due to the closure of the Internal Home Support service generating a larger underspend than expected as clients transition to the external service.

Physical Disabilities

22. The County Council's element is projected to be overspent by +£1.801m of which includes the overspend of +£1.144m carried forward from 2010/11. The forecast reflects an increase in the number of people needing care over the last two years. Work is underway to understand the causes of this increased demand and the options for reducing the level of spending. This is being considered further as part of the Service and Resource Planning process.



Equipment

23. Additional resources amounting to £0.342m have been contributed to this budget from the extra £6.196m for adult social care from the NHS. The provision of equipment can often be a very effective way of helping ensure that the individual does not require more intensive (and expensive) methods of care (whether health or social care). Despite this there is still a pressure of +£0.272m on the budget. Work is underway to understand why these pressures are arising and what should be done in response.

Learning Disabilities Pool

24. As set out in the table below the Learning Disabilities Pooled Budget is forecasting an overspend of +£0.142m which relates entirely to the Council's element of the pool. An Efficiency Savings Plan for 2011/12 is in place and is being monitored closely by the Joint Management Group. It is expected to deliver efficiency savings in excess of £4m during the year. This will cover the overspend 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. The forecast overspend relates to the reduction in funding for Supporting People which was agreed by the Joint Management Group in July 2011. This has not yet been included in the Efficiency Savings Plan so is shown as a potential overspend at this time. It is hoped that alternative savings can be identified to offset this.

Original Budget	Latest Budget		Forecast variance Oct	Forecast variance Sept	Change In Variance
64.613	62.761	<b>Council Element</b>	0.142	0.077	0.065
11.866	11.959	<b>PCT element</b>	0.000	0.014	-0.014
<b>76.479</b>	<b>74.720</b>	<b>Total</b>	<b>0.142</b>	<b>0.091</b>	<b>0.051</b>

**Environment & Economy (E&E): -£1.424m in – year Directorate underspend**

25. Environment & Economy are forecasting an underspend of -£1.424m. The directorate's Business Strategy includes savings of -£13.2m in 2011/12. Proposals included in the Service and Resource Planning process for 2012/13 will require the Directorate to carry forward £0.425m of the underspend to 2012/13 for one-off use to support the Directorate's position in 2012/13.

Highways & Transport

26. The service is forecasting an underspend of -£0.574m compared to the breakeven position previously reported. This comprises underspends of -£0.200m on Concessionary Fares and -£0.223m relating to slippage in the use of Community Transport Grant along with previously reported underspends on Public Transport and the Integrated Transport Unit.

Growth & Infrastructure

27. The service is forecasting an underspend of -£0.816m an increase of -£0.672m since the last report. The change relates to underspends of -£0.170m relating to the carbon tax liability for street lighting and -£0.500m relating to Waste Management. Current activity levels for recycling/composting are showing over 60% recycling/composting. This is better position than budgeted

with less landfill tonnage being the main contributing factor to the increased performance.

#### Property and Facilities

28. The service is forecasting a variation of +£0.214m an increase of +£0.409m since the last report. This relates to an increase in the forecast spend on repairs and maintenance and the additional costs of the Property and Facilities contract procurement.
29. Food with Thought are forecasting a trading surplus of £0.400m. 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

30. Oxfordshire Customer Services (OCS) is forecasting an underspend of -£0.274m. Adult Learning are reporting an underspend of -£0.109m. In line with the agreed four-year recovery plan it is anticipated that this will be used to pay back part of the £0.181m supplementary estimate with the balance repaid in 2012/13. Written confirmation has been received from the Skills Funding Agency (SFA) that some targets were not achieved during the academic year 2010/11. This may result in a clawback of funding, with a maximum liability of £0.330m.

#### **Chief Executive's Office: -£0.095m in – year Directorate underspend**

31. The Chief Executive's Office (CEO) is forecasting a variation of -£0.095m. The Business Strategy savings for CEO (£1.3m) are generally low risk and on target to be delivered in 2011/12.
32. Legal Services are forecasting an overspend of +£0.270m. 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.
33. Cabinet approved the first wave of bids for the Big Society fund totalling £0.282m on 19 July 2011. The second wave of bids totalling £0.153m were agreed by Cabinet on 18 October 2011. Further bids for the remaining £0.165m of funding will be allocated later in 2011/12.

#### **Redundancy Costs**

34. £6.705m of 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 October 2011 are £3.135m and will continue to be monitored and reported throughout the year.

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

35. The virements requested to date in 2011/12 include restructuring virements within Children's Social Care, the transfer of Business & Skills from CE&F to E&E, the merger of the defect budgets in Highways and Transport, and the transfer of Older People's Day Services from the Pooled Budget. There have been minimal Supplementary Estimates to date.

### **Grants Monitoring**

36. Ringfenced grants totalling £422.995m (including £382.421m of Dedicated Schools Grant) are included in Directorate budgets. The DSG allocation for 2011/12 has been reduced by -£6.504m. The adjustment relates to two secondary schools that have converted to academy status during 2011/12. Other changes since the last report include an increase of £0.328m in the grant received from the Home Office costs relating to Asylum Seekers, and an additional grant of £0.340m for Phonics, Physical Education, Maths and Science Teachers and New Opportunities from the Department for Education which will be passported to Schools as set out in the terms and conditions of the grant. A table detailing the grants and their latest allocations is attached in Annex 2 to this report.

### **Bad Debt Write Offs**

37. There were 32 general write offs to the end of October 2011 totalling £15,130. In addition Client Finance has written off 65 debts totalling £62,947.

### **Treasury Management**

38. The average cash balance during October was £ 269.230m and the average rate of return was 1.139%. The budgeted return for interest receivable on balances invested internally is £2.234m for 2011/12. It is expected that this will be achieved.
39. Due to the current economic climate there have been a large number of changes to the lending list since the last report. The current significantly reduced lending list is included in Annex 3.

## **Part 2 – Balance Sheet**

### Reserves

40. Forecast reserves were £82.210m in the last report and have since decreased to £78.296m at the end of October. Changes during this period include the carry forward requests that were agreed by Council on 13 September 2011 transferring from the Carry Forward Reserve, and being added to revenue budgets on a one-off basis.

### School Balances

41. The Government is seeking to provide increasing levels of autonomy for all schools. This means there will be a reduced role for local authorities in managing the surplus balances of schools. Specifically local authorities were instructed not to operate the "clawback mechanism" at March 2011 unless a school has a significant history of excessive balances over a number of years. Furthermore the DfE required all authorities to remove the limits on surplus balances from their Schemes for Financing Schools with effect from 1 April 2011.
42. However, local authorities' existing role in resolving the financial difficulties of schools in deficit has been reiterated by the Secretary of State and may be strengthened in future. Therefore, the reporting on school balances will focus on the forecasting of balances and on progress made in eliminating deficits. The table on the next page sets out the number of schools in deficit and the total deficit forecast.

	Outturn March 2011		Approved Budget March 2012		Period 6 (Sept) Forecast March 2012	
	No.	£m	No.	£m	No.	£m
Deficit Band						
£0 < £0.005m	14	0.035	20	0.037	8	0.026
£0.005m < £0.025m	13	0.163	14	0.183	8	0.118
£0.025m < £0.050m	5	0.167	7	0.282	4	0.120
£0.050m < £0.075m	6	0.347	3	0.174	3	0.174
> £0.075m	3	0.601	4	0.875	4	0.847
<b>Total</b>	<b>41</b>	<b>1.313</b>	<b>48</b>	<b>1.551</b>	<b>27</b>	<b>1.285</b>

43. The Cooper School (Bicester) ended 2010/11 with a small surplus. During 2011/12 sixth form provision is being opened by the school, which requires investment in staffing and resources before sixth form pupil numbers generate sufficient funding from the Young People's Learning Agency to cover the costs. A deficit plan was therefore approved for 2011/12 which will be recovered over three years. The forecast deficit at March 2012 is £0.379m compared to £0.389m in the approved budget plan.

#### Balances

44. At the end of July 2011 forecast balances were £15.666m and have increased to £15.734m

### **Part 3 - Capital Monitoring**

45. The capital monitoring position as at the end of October, shows the forecast expenditure for 2011/12 is £67.1m (excluding schools local capital). This is £1.9m lower than the latest capital programme agreed by Cabinet on 18 October 2011. The table below summarises the variations by directorate.

Directorate	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Children, Education & Families	30.7	30.6	-0.1
Social & Community Services	9.9	9.7	-0.2
Environment & Economy - Transport	23.6	22.8	-0.8
Environment & Economy - Other	4.7	3.9	-0.8
Chief Executive's Office	0.1	0.1	0.0
<b>Total Directorate Programmes</b>	<b>69.0</b>	<b>67.1</b>	<b>-1.9</b>
Schools Local Capital	7.8	7.8	0.0
<b>Total Capital Programme</b>	<b>76.8</b>	<b>74.9</b>	<b>-1.9</b>

\* Approved by Cabinet 18 October 2011

46. The major in-year spend forecast variations to note for each directorate programme are explained in the following paragraphs and other significant variations are listed in Annex 9b to the 20 December 2011 Cabinet report .
47. In the Transport programme, the A44 Crossing at Yarnton will not be completed in 2011/12 as originally anticipated as it will conflict with other work being carried out in the area. Therefore, £0.313m has been re-profiled to 2012/13.

48. Further delays in pre-construction work on the Didcot Station Forecourt scheme has led to further slippage of £0.315m into 2012/13.
49. In the Environment & Economy programme, the Kidlington Waste Recycling Centre project has been experiencing some delays since the beginning of the financial year as securing planning permission took longer than originally anticipated. The revised detailed planning application was approved on 12 September 2011. Although this is a positive outcome in moving the project forward, the latest monitoring results show that project progress is still affected by complex land issues which slows down the leasehold acquisition for the new site. Given this position, the expenditure profile has been further revised to a minimal level of £0.150m in this financial year, a reduction of £0.600m from the latest capital programme. Further revisions will be made as part of the regular monitoring reflecting the progress on the ground.
50. In the Social & Community Services programme a budget of £0.134m has been removed as it is no longer needed. This corporate funding which has been transferred to the Adult Social Care Management System project to reduce the level of prudential borrowing required to fund the scheme.

#### **Actual & Committed Expenditure**

51. As at the end of September 2011 actual capital expenditure for the year to date (excluding schools local spend) was £24.8m. This is 37% of the total forecast expenditure of £67.1m, which is around 5% below the expected position compared to the profile of expenditure in previous years. Actual and committed spend is 73% of the forecast.

#### **Five Year Capital Programme Update**

52. The total forecast 5-year capital programme (2011/12 to 2016/17) is now £398.1m, an increase of £1.1m from the latest capital programme. The table on the next page 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) * £m	Latest Forecast Total Programme (2011/12 to 2015/16) £m	Variation £m
Children, Education & Families	175.8	175.8	0.0
Social & Community Services	23.7	24.8	+1.1
Environment & Economy - Transport	104.4	104.4	0.0
Environment & Economy - Other	16.3	16.3	0.0
Chief Executive's Office	0.1	0.1	0.0
<b>Total Directorate Programmes</b>	<b>320.3</b>	<b>321.4</b>	<b>+1.1</b>
Schools Local Capital	19.1	19.1	0.0
Earmarked Reserves	57.6	57.6	0.0
<b>Total Capital Programme</b>	<b>397.0</b>	<b>398.1</b>	<b>+1.1</b>

\* Approved by Cabinet 18 October 2011

53. The inclusion of a scheme for the relocation of Bicester Library (£1.2m) was reported to Cabinet in November 2011. The removal of a budget provision for an ICT Social Care project reduces the five year programme by £0.134m as explained in paragraph 51 above.
54. The relocation of Bicester Library has been included within the Social & Community Services programme. This was a scheme on hold that was re-considered by Capital Investment Board in August 2011. It will be a self-financed scheme up to a maximum contribution of £1.200m funded by secured Section 106 contributions and future capital receipt from the sale of the current library should this new scheme be part of the town centre redevelopment.

### Conclusion

55. The overall position on balances and reserves, and the forecast revenue underspend indicates the Council remains in a strong position and is on track to deliver the Business Strategies. Longer run risks, along with the impact of funding changes currently being consulted on, are being considered as part of the Service and Resource Planning process for 2012/13 – 2016/17.

Councillor Jim Couchman  
Cabinet Member for Finance & Property  
January 2012

**FINANCIAL MONITORING OVERVIEW**  
**STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE**  
**12 JANUARY 2012**

Annex 1

Ref	Directorate	BUDGET 2011/12					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) October 2011	Actual Expenditure (Net) October 2011	Variation to Budget October 2011	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2010/11 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	£000 (11)	underspend - overspend + £000 (12)	(13)
CEF	<b>Children, Education &amp; Families</b>											
	Gross Expenditure	540,447	2,705	76,658	351	620,161	622,733	2,572	363,972	330,583	-33,389	G
	Gross Income	-427,630	0	-78,936	0	-506,566	-511,693	-5,127	-297,170	-278,994	18,176	G
		<b>112,817</b>	<b>2,705</b>	<b>-2,278</b>	<b>351</b>	<b>113,595</b>	<b>111,040</b>	<b>-2,555</b>	<b>66,802</b>	<b>51,589</b>	<b>-15,213</b>	A
SCS	<b>Social &amp; Community Services</b>											
	Gross Expenditure	260,177	418	-2,158	0	258,437	262,398	3,961	157,107	155,372	-1,735	G
	Gross Income	-40,735	0	3,251	0	-37,484	-42,014	-4,530	-28,210	-28,559	-350	R
		<b>219,442</b>	<b>418</b>	<b>1,093</b>	<b>0</b>	<b>220,953</b>	<b>220,384</b>	<b>-569</b>	<b>128,897</b>	<b>126,813</b>	<b>-2,084</b>	G
EE	<b>Environment &amp; Economy</b>											
	Gross Expenditure	149,136	5,586	1,863	116	156,701	163,486	6,785	96,219	85,063	-11,156	A
	Gross Income	-73,575	0	-338	0	-73,913	-82,122	-8,209	-47,904	-57,845	-9,940	R
		<b>75,561</b>	<b>5,586</b>	<b>1,525</b>	<b>116</b>	<b>82,788</b>	<b>81,364</b>	<b>-1,424</b>	<b>48,315</b>	<b>27,219</b>	<b>-21,096</b>	G
CEO	<b>Chief Executive's Office</b>											
	Gross Expenditure	16,341	912	-164	223	17,312	17,220	-92	11,929	12,265	336	G
	Gross Income	-8,590	0	289	0	-8,301	-8,301	0	-6,652	-7,464	-812	G
		<b>7,751</b>	<b>912</b>	<b>125</b>	<b>223</b>	<b>9,011</b>	<b>8,919</b>	<b>-92</b>	<b>5,277</b>	<b>4,801</b>	<b>-476</b>	G
	Less recharges within directorate	-27,270				-27,270	-9,404	0			0	G
		27,270				27,270	9,404	0			0	G
	<b>Directorate Expenditure Total</b>	<b>938,831</b>	<b>9,621</b>	<b>76,198</b>	<b>690</b>	<b>1,025,340</b>	<b>1,056,433</b>	<b>13,226</b>	<b>629,227</b>	<b>583,284</b>	<b>-45,943</b>	G
	<b>Directorate Income Total</b>	<b>-523,260</b>	<b>0</b>	<b>-75,733</b>	<b>0</b>	<b>-598,993</b>	<b>-634,726</b>	<b>-17,866</b>	<b>-379,936</b>	<b>-372,862</b>	<b>7,074</b>	A
	<b>Directorate Total Net</b>	<b>415,571</b>	<b>9,621</b>	<b>465</b>	<b>690</b>	<b>426,347</b>	<b>421,707</b>	<b>-4,640</b>	<b>249,291</b>	<b>210,422</b>	<b>-38,869</b>	G

Less: DSG funded services overspend (included above)	360
Add: Pooled Budget Overspend	969
In-Year Directorate Variation (excluding DSG)	-3,311

**FINANCIAL MONITORING OVERVIEW**  
**STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE**  
**12 JANUARY 2012**

Ref	Directorate	BUDGET 2011/12					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) October 2011 £000 (10)	Actual Expenditure (Net) October 2011 £000 (11)	Variation to Budget October 2011 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light (13)
		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)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	Contributions to (+)/from (-)reserves	1,872	-9,621	382		-7,367	-1,477	5,890				
	Contribution to (+)/from(-) balances	1,619			-690	929	929	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			2,207		2,207	2,207	0				
	<b>Strategic Measures Budget</b>	<b>41,565</b>	<b>-9,621</b>	<b>758</b>	<b>-690</b>	<b>32,012</b>	<b>36,652</b>	<b>4,640</b>				
	Government Grants	-48,520		-1,223		-49,743	-49,743	0				
	<b>Budget Requirement</b>	<b>408,616</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>408,616</b>	<b>408,616</b>	<b>0</b>				

**Total External Financing to meet Budget Requirement**

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>	<b>408,616</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>408,616</b>	<b>408,616</b>	<b>0</b>

**Consolidated revenue balances position**

Forecast County Fund Balance (Annex 5)	15,734
Variation of OCC elements of the OP&PD and LD Pooled Budgets	969
In-year directorate variation to be met from (-) or transferred to (+) Carry Forward Reserve	4,640
	<b>21,343</b>

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

Budget	On track to be within + /- 2% of year end budget	G
	On track to be within + /- 5% of year end budget	A
	Estimated outturn showing variance in excess of + /- 5% of year end budget	R



Directorate	Budget Book	In year Adjustments/ New Allocations previously reported	In year Adjustments/ New Allocations reported this month	Latest Allocation
	£m	£m		£m
<u>Children, Education &amp; Families</u>				
Dedicated Schools Grant				0.000
2011/12 Allocation	386.803	-0.570	-6.504	379.729
2010/11 Allocation		2.692		2.692
Pupil Premium	3.400	1.217		4.617
Young People Learning Agency – Sixth Form Funding	27.608			27.608
Young People Learning Agency – SEN	0.491			0.491
Additional Grant - Phonics, Physical Education, Maths & Science Teachers (MAST) and New Opportunities		0.340		0.340
Music	0.640	0.064		0.704
Youth Justice Board		0.924		0.924
Young People's Learning Agency - Young Apprentice		0.033		0.033
Intensive Interventions Programme (DfE)		0.140		0.140
Intensive Interventions Programme (DfE) Sector Advisors		0.015		0.015
Children's Centres Payment by Results Pilot		0.075		0.075
Asylum (UASC & Post 18)		1.328		1.328
<b>Total Children, Education &amp; Families</b>	<b>418.942</b>	<b>6.258</b>	<b>-6.504</b>	<b>418.696</b>
<u>Social &amp; Community Services</u>				
Workstep Grant		0.275		0.275
<b>Total Social &amp; Community Services</b>	<b>0</b>	<b>0.275</b>		<b>0.275</b>
<u>Environment &amp; Economy</u>				
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>
<u>Strategic Measures</u>				
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>471.265</b>	<b>7.756</b>	<b>-6.504</b>	<b>472.738</b>

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**FINANCIAL MONITORING OVERVIEW**  
**STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE**  
**12 JANUARY 2012**  
**Oxfordshire County Council's Treasury Management Lending List**  
as at 2/12/11

Counterparty Name	Lending Limits			
	Standard Limit	Group Limit	Group	Period Limit
	£	£		
<b><u>PENSION FUND Call Accounts / Money Market Funds</u></b>				
Lloyds TSB Bank plc - Callable Deposit Account (Pension Fund)	50% Pension Fund Portfolio			1 month
Royal Bank of Scotland Liquidity Select A/c	50% Pension Fund Portfolio			Overnight
Santander UK plc - PF Account	50% Pension Fund Portfolio			1 month
Ignis Sterling Liquidity Fund - (Pension Fund)	50% Pension Fund Portfolio			6 months
<b><u>Call Accounts / Money Market Funds</u></b>				
Lloyds TSB Bank plc - Callable Deposit Account	5,000,000	5,000,000	b	1 month
Royal Bank of Scotland - Call A/c	5,000,000			Overnight
Santander UK plc - Main Account	5,000,000	5,000,000	a	1 month
Goldman Sachs Sterling Liquid Reserves Fund	25,000,000			6 months
Deutsche Managed Sterling Fund	25,000,000			6 months
Prime Rate Sterling Fund	25,000,000			6 months
Ignis Sterling Liquidity Fund - (County Council)	25,000,000			6 months
<b><u>Money Market Deposits</u></b>				
Bank of Montreal	20,000,000			3 months
Bank of Nova Scotia	20,000,000			3 months
Bank of Scotland	5,000,000			1 month
Barclays Bank	15,000,000			3 months
Canadian Imperial Bank of Commerce	20,000,000			3 months
Commonwealth Bank of Australia	25,000,000			3 months
Debt Management Account Deposit Facility	100% Portfolio			6 months
English, Welsh and Scottish Local Authorities	25,000,000 (per authority)			3 years
HSBC Bank plc	20,000,000			3 months
JP Morgan Chase Bank	20,000,000			3 months
Lloyds TSB Bank plc	5,000,000	5,000,000	b	1 month
National Australia Bank	20,000,000			3 months
National Bank of Canada	10,000,000			3 months
Royal Bank of Canada	25,000,000			3 months
Santander UK plc	5,000,000	5,000,000	a	1 month
Standard Chartered Bank	20,000,000			3 months
Toronto-Dominion Bank	20,000,000			3 months

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## Service and Resource Planning 2012/13 – 2016 Scrutiny Committee Summary Comments

Committee	Comments on the Proposals	Other Actions Agreed
<b>Growth and Infrastructure Scrutiny Committee</b>	The Committee broadly supported the Business Strategy.	<p>Officers and Cabinet members explore</p> <ul style="list-style-type: none"> <li>• Ensuring funding for infrastructure projects that will encourage business growth across Oxfordshire is prioritised.</li> <li>• Amalgamating the Natural History Service with the Countryside Service</li> <li>• Amalgamating the Business Skills Bureau with the Connexions Service</li> <li>• Robust monitoring arrangements for road repairs to ensure extra money can be diverted quickly if necessary</li> </ul>
<b>Safer and Stronger Communities Scrutiny Committee</b>	The committee agreed to support the proposals made for the services listed above in principle.	<p>In giving their support, members stated that:</p> <ul style="list-style-type: none"> <li>• The committee wished to receive further information about the potential and experience of transferring council run Gypsy and Traveller sites to the private sector</li> <li>• The proposed review of the mobile library service should be brought to scrutiny early next year</li> <li>• The Library Service should continue to remain on the committee's forward plan as proposals are implemented, as will Adult Learning</li> <li>• They asked services to consider, and keep under review, whether there are any opportunities to generate income.</li> </ul>
<b>Adult Services Scrutiny Committee</b>	<p>Overall the committee supported the proposals outlined in the directorate Business Strategy and the Capital Plan, accepting them by a majority of 8 votes to 2.</p> <p>A minority opinion was expressed, which did not endorse moves towards increased commissioning of services. The possible</p>	<p>The committee wished to bring the following comments to Cabinet:</p> <ul style="list-style-type: none"> <li>• The possible impact of acceptance of the Dilnot recommendations and the possible impacts on the Social and Healthcare budget. The need for adequate central government funding.</li> <li>• The need for increased Health funding after the planned restructure of Health to reduce pressures on Social and Health care, and the need for an adequate provision of funds for Continuing Healthcare.</li> <li>• The need to understand the origin and impacts of the increased demand for Health and Social Care.</li> <li>• The reliance on reducing the costs of care through private providers, and the possible impact on the quality of care.</li> <li>• The risk of private providers experiencing financial difficulties and the potential</li> </ul>

	<p>fragmentation of the system and the difficulties in reliably monitoring providers were given as the main reasons for these reservations.</p>	<p>impact on service users.</p> <ul style="list-style-type: none"> <li>• The capacity of management within the directorate to adequately deal with service changes and new providers whilst undergoing significant internal restructuring.</li> <li>• The current capacity of ICT infrastructure and the need for upgrades in the near future.</li> <li>• The long term funding and potential overspends on Physical Disabilities support services.</li> <li>• The provision of transport for those who wish to use day services.</li> </ul>
<p><b>Children's Services Scrutiny Committee</b></p>	<p>Overall the committee:</p> <p>Had no further comments regarding the Capital Plan pending a further discussion in January,</p> <p>Felt that frontline services were protected and accepted the proposals.</p>	<p>From the discussion the committee decided:</p> <ul style="list-style-type: none"> <li>• To ensure that the effectiveness of the HUB model for service delivery remain a priority on the work programme.</li> <li>• That the committee receive information regarding outdoor learning centres which is scheduled to be considered by Cabinet in January at its meeting in February.</li> <li>• That the committee would engage in the upcoming review on children's centres as part of the work programme.</li> </ul> <p>The committee also decided to return to the capital discussion as part of their meeting scheduled for the 20<sup>th</sup> of January with the updated papers.</p> <p>The committee had a further point which was 'We recognise that there are still large potential pressures in regards to government announcements such as the academy programme, and request that we are kept updated as the figures and situation become clearer, and fully consulted on any major changes that they may include.'</p>
<p><b>Strategy and Partnerships Scrutiny Committee</b></p>	<p>The Committee broadly supported the Chief Executive's Office Business Strategy. After some discussion they also supported the Business Strategy for Property, OCS and IT.</p>	<p>From their discussion the committee decided:</p> <ul style="list-style-type: none"> <li>• To add an item on changes to staffing in the Chief Executive's Office to be added to the future work plan. This will specifically explore how restructuring has affected staff stress levels and the support provided to staff to adopt new ways of working.</li> </ul>

	Capital Strategy Members supported the capital strategy as set out in Annex 7b.	
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## STRATEGY AND PARTNERSHIPS SCRUTINY COMMITTEE THURSDAY 12 JANUARY 2012

### Notes of Visit to Bicester Garrison 24.11.11

**Hosted by:** Lt Col R Gascoigne – Chief of Staff Bicester Garrison  
Maj J Huxley (OCC liaison)  
Mrs E Teasdale – Hive co-ordinator

**Councillors in attendance:**

Nick Carter (Chairman)

Norman Bolster

Liz Brighthouse OBE

Tim Hallchurch

Charles Mathew (substitute for Cllr Hilary Hibbert-Biles)

David Wilmshurst

Jean Fooks

Officers in attendance:

Claire Moore (Strategy & Communications Team)

Julia Lim (Strategy & Communications Team)

**Councillor apologies:**

Hilary Hibbert-Biles – Cllr Mathew attended in her place

A M Lovatt

Dr Peter Skolar

Chip Sherwood

**Summary of visit**

Councillors heard from Lt Col Gascoigne on the key functions of Garrison:

- The majority of the buildings on the Garrison are logistics related; supplying and distributing military materials. The Garrison is part of the 145 Brigade which is run by Brigadier Baverstock.
- The Garrison's core purpose is, with support from local communities, to provide a secure environment for army staff providing training, welfare and supporting operational deployment.
- This role involves both supporting soldiers and engaging the public. Where these two activities overlap there is a need for partnership working with local stakeholders. This partnership working is articulated through the Community Covenant and the civil and military joint working which delivers on the Covenant.
- Support for the soldier includes:
  - A permanent Army Welfare Officer
  - Facilities at The Hive – welfare and advice
  - Close working with schools to support military families
  - An education centre
  - Gymnasium and community centre both available for civilian use
- Engagement with the community involves:
  - Regular meetings with the Town Council and voluntary groups
  - Service Children Support Network working with local schools

- Home coming parades
- Oxfordshire Civilian / Military Partnership
- Involvement with the Local Economic Partnership

Issues around the **future development of the Garrison** were discussed, these include:

- Plans to replace and upgrade the storage facilities on the Garrison through the re-development of the Graven Hill site.
- The Defence Explosive Munitions Search School is due to relocate to the Garrison and be fully operational by July 2012. This will bring around 200 extra soldiers to the Garrison. A unit which specialises in the disposal of munitions is also likely to relocate.
- These developments present an opportunity to build Bicester Garrison into a centre of excellence and national logistics hub, drawing in related suppliers and job opportunities for the wider community.

An in depth discussion on the **Graven Hill development** took place, this involved Commodore Paul Cunningham (Royal Navy Director Logistic Commodities and Services) who is leading the plans to redevelop the site on behalf of the Armed Forces. Key issues discussed were:

- The sale and development of the site at Graven Hill is integral to the funding of improved logistics facilities on the Garrison. The Treasury have confirmed that the proceeds raised by the sale will be re-invested in the Bicester Garrison.
- Currently opportunities for improvements to business of the Garrison are limited by the physical estate. Investment from Graven Hill will enable these issues to be addressed and the centre of excellence / national logistics hub described above created.
- The Armed Forces are confident that improvements to the Garrison will bring in new jobs to Bicester as army suppliers chose to locate close to a major military hub.
- Planning applications have been submitted to Cherwell District Council and initial misgivings about the redevelopment are being resolved. There now appears to be support from both the District and County.
- 1900 homes are planned for the site, alongside the Royal Pioneers who will remain in their base at Graven Hill.
- The project is expected to generate around 2270 jobs.

Issues raised by Committee members which may require further Oxfordshire County Council involvement:

- Army role vs. Police - the role of the Army in civil contingency and resilience was discussed as the Army can provide key resources in cases of extreme weather or terrorist threats. The Lt Col. felt further clarity around the role of the Army versus the role of the Police in terrorism situations would be helpful. This is an issue to be resolved at Brigade level not locally but maybe something the County's military partnerships help to push forward.
- The Army and MoD civil servants are due to continue to experience redundancies over the coming year. Strong exit support is provided by the Army however these redundancies may create additional pressure on local

job and housing markets. Good Links to the LEP via the Community Covenant are in place to help identify Army Skills and Employment opportunities. This is crucial to support those becoming redundant.

- Considering impact of the Graven Hill site development on local infrastructure requires strong joint working between the County Council and Cherwell District Council.
- Councillor Carter stressed that the Council is keen to support the Army throughout the planned changes and encouraged the Garrison to be proactive in raising issues that it would appreciate Council involvement with.

Members of the Committee offered their thanks to Lt Col Gascoigne, Major Huxley, Commodore Cunningham and Emma Teasdale.

Notes of the visit will be presented at the next Strategy and Partnerships Committee meeting for discussion.

Julia Lim 24.11.11

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