OXFORDSHIRE COUNTY COUNCIL

Notice of a Meeting

Performance Scrutiny Committee
Thursday, 5 January 2017 at 10.00 am
Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

Membership

Chairman Councillor Liz Brighouse OBE
Deputy Chairman - Councillor Janet Godden

Councillors:	Sam Coates	Patrick Greene	Sandy Lovatt
	Yvonne Constance OBE	Jenny Hannaby	Charles Mathew
	Mark Gray	Stewart Lilly	John Sanders

Notes: *A pre-meeting briefing will take place in the Members' Board Room at 9.30am on the day of the meeting.*
Date of next meeting: 16 March 2017

What does this Committee review or scrutinise?
- The performance of the Council and to provide a focused review of:
  - Corporate performance and directorate performance and financial reporting
  - Budget scrutiny
- the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners;
- through call-in, the reconsideration of decisions made but not yet implemented by or on behalf of the Cabinet;
- queries or issues of concern that may occur over decisions being taken in relation to adult social care;
- the Council's scrutiny responsibilities under the Crime and Justice Act 2006.

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 Liz Brighouse
		liz.brighouse@oxfordshire.gov.uk
Policy & Performance Officer	-	Steven Jones, Tel 01865 815935;
		steven.fairhurstjones@oxfordshire.gov.uk
Committee Officer	-	Colm Ó Caomhánaigh, Tel 07393 001096
		colm.ocaomhanaigh@oxfordshire.gov.uk

PG Clark

Peter G. Clark
County Director

December 2016

About the County Council
The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 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.

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recycled paper

AGENDA

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

2. **Declarations of Interest - Guidance note on back page of the agenda**

3. **Minutes** (Pages 1 - 6)

   To approve the minutes of the meeting held on 15 December 2016 (**PSC3**) and to receive information arising from them.

4. **Petitions and Public Address**

5. **Service and Resource Planning 2017/18 - 2020/21 and Capital Budget 2017/18** (Pages 7 - 10)

   10.10

   Report from the Chief Finance Officer (**PSC5**).

   This paper was an Addendum to the Cabinet meeting of 20 December 2016 and gives an update following the Local Government Settlement.

   The Committee is RECOMMENDED to consider the update and the minute of the 15 December 2016 meeting and agree the Committee's recommendations to Cabinet.

6. **Daytime Support Consultation** (Pages 11 - 22)

   10.40

   The Lead Commissioner (Adults) will give a presentation (**PSC6**) on the current consultation process for the review of Daytime Support. A summary of the new model is attached for information. The full consultation documents and detailed report on which the consultation is based are available online at https://consultations.oxfordshire.gov.uk/consult.ti/DaytimeSupport/consultationHome

7. **Q2 Corporate Performance** (Pages 23 - 46)

   11.10

   Report by Corporate Services

   This paper provides details of Oxfordshire County Council's performance for quarter two (July-September 2016).

   The Committee is RECOMMENDED to note and discuss the performance reported in the dashboards and to make any comments necessary for escalation to Cabinet before 24 January.

8. **Oxfordshire Fire and Rescue Service Annual Report 2015-16** (Pages 47 - 98)

11.40

Report by the Chief Fire Officer

Oxfordshire County Council Fire and Rescue Service (OFRS) Annual Report 2015-16 is produced for the county council, councillors and members of the public to provide them with a review of the Service's performance over the last financial year. OFRS sets realistic but challenging performance measures every year, aligned to the vision of 365alive.   The report also provides performance results in more detail on the following areas;
 - community risk management
 - performance benchmarking
 - customer satisfaction
 - our employees
 - finance
 - fire protection and business safety
 - trading standards
 - gypsy and traveller service
 - prevention
 - response and response standards
 - emergency planning unit
 - health and safety
 - training and development
 - call management and incident support

The Committee is RECOMMENDED to approve the publication of this Annual Report 2015-16.

9. **S.106 Agreements & the Community Infrastructure Levy (CIL)** (Pages 99 - 134)

12.20

Report by the Director for Environment and Economy (**PSC9**).

This report addresses a series of questions which members have raised about the operation of Planning Obligations and CIL processes in Oxfordshire.

The Committee is RECOMMENDED to note the report.

Declarations of Interest

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

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

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

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

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

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

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

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

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/ or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 15 December 2016 commencing at 10.00 am and finishing at 1.30 pm

Present:

Voting Members: Councillor Liz Brighouse OBE – in the Chair

Councillor Sam Coates
Councillor Janet Godden
Councillor Mark Gray
Councillor Jenny Hannaby
Councillor Stewart Lilly
Councillor Charles Mathew
Councillor John Sanders
Councillor Pete Handley (In place of Councillor Yvonne Constance OBE)
Councillor Michael Waine (In place of Councillor Patrick Greene)
Councillor Sandy Lovatt

Officers:

Whole of meeting   Peter Clark, County Director
Kate Terroni, Director for Adult Services
Lucy Butler, Director for Children's Services
Bev Hindle, Acting Director for Environment & Economy
Graham Shaw, Deputy Director – Transformation
Val Messenger, Deputy Director of Public Health
Lorna Baxter, Chief Finance Officer
Steve Munn, Chief HR Officer
Maggie Scott, Chief Policy Officer
Simon Furlong, Deputy Chief Fire Officer
Steven Jones, Policy and Performance Officer
Colm Ó Caomhánaigh, Committee Officer

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 and agreed as set out below. Copies of the agenda, reports and additional documents are attached to the signed Minutes.

55/16 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS
(Agenda No. 1)

Apologies were received from Councillor Yvonne Constance (Councillor Pete Handley substituting) and Councillor Patrick Greene (Councillor Michael Waine substituting).

56/16 ELECTION OF DEPUTY CHAIRMAN FOR THE REMAINDER OF THE 2016/17 COUNCIL YEAR
(Agenda No. 2)

It was proposed by Councillor Brighouse and seconded by Councillor Hannaby and it was:

RESOLVED: that Councillor Godden be elected Deputy Chairman for the remainder of the 2016/17 Council Year.

57/16 MINUTES
(Agenda No. 4)

The Minutes of the meeting held on 27 October 2016 were approved and signed as a correct record subject to the following correction:

Minute 51/16: Second bullet point, add: "An outside agency has been engaged to look at the reviews."

Regarding Minute 50/16 – Thames Valley Police and Police and Crime Commissioner's Annual Report, The Chairman reported that she will follow up with the Chief Constable on his response to the requests for further information.

Councillor Lilly reported that he had heard that the Chancellor of the Exchequer had agreed to provide funding for improvements to the A34.

58/16 PETITIONS AND PUBLIC ADDRESS
(Agenda No. 5)

The Chairman had agreed to provide an opportunity for Councillor Pressel to address the Committee. However, Councillor Pressel was not present at the time.

59/16 SERVICE AND RESOURCE PLANNING 2017/18 - 2020/21 AND CAPITAL BUDGET 2017/18
(Agenda No. 6)

Officers made a presentation outlining the council's future development, particularly via the "Fit for the Future" transformation programme. It was explained that this is the context in which the budget, savings and pressures should be seen.

A key element of the approach to making savings would be the "digital first" workstream within the Fit for the Future programme. This seeks to use digital tools to make services and back-office processes more efficient, and in doing so create the opportunity for the savings identified.

Members considered the budget, savings and pressures presented by officers, and discussed points of detail with the relevant directors in attendance. However, no substantial changes to the draft budget were requested.

In discussion of the contextual presentation and budget, the following broader issues were raised and discussed:

The role and involvement of members
Members questioned their collective role in the council's business. Members cited perceived difficulties in accessing information about the council's business. Difficulties experienced in using the council's website were part of this. Members also felt that more use should be made of their knowledge and experience of local and county-wide issues, both to properly help develop the council's business and to ensure members are equipped to be accountable to local residents. Specific examples of difficulties experienced included:

- Announcements of Traffic Regulation Orders not including the reasoning for the decision.
- Difficulty of finding information on the council's property assets.
- In situations where something cannot be done, the importance of members knowing why not

Mr Clark acknowledged members' concerns and assured members that a strong relationship between councillors and officers remained at the heart of all future plans. It was agreed that a Councillor Reference Group should be re-formed, and that members' involvement in the review of the council's website would be sought.

Staffing
The opinion was expressed that some aspects of the Council's administration seemed threadbare. There were also concerns that the reduction in staff numbers and costs set out in the proposed savings could result in existing staff being overloaded or demoralised, and that service levels could be affected.

Officers responded that the Transformation programme is looking at making processes more efficient so that the Council can be run better even with lower staff resources.

Potential over-reduction of service levels
Concern was expressed that savings in some services – especially preventative services – could be counterproductive if cut back too far. Officers acknowledged this potential, citing for example gully emptying services, where predicted savings were not now being sought because of this.

Child placements

Councillors asked the reasons why child placements were increasing at such a high rate (12%) and how this compared with other authorities. Officers noted the following points:

- Increased general awareness of issues leads to an increase in cases.
- OCC placements historically were low and there is an element of catching up
- The criticisms from the serious case reviews led to more placements
- Last year's comparable increase in other authorities was about 5%.

Links with voluntary sector
Councillors asked if the Council was working with the voluntary sector to coordinate social care services. Officers replied that they had good contracts and relationships with voluntary agencies and often worked with the agencies to bring more money to the service through their own fundraising efforts.

Fire service
Members asked if the service recouped costs, for example for ambulance service support, or from insurance companies for resources deployed after the Didcot power station collapse.

The Deputy Chief Fire Officer confirmed that ambulance costs had been recouped, that the various emergency services are looking at recouping costs related to the post-emergency aspects of the Didcot accident. The service remained alert to opportunities to help reduce costs for other public services by providing them with expertise.

Planning / Environment
Councillors urged better enforcement of planning conditions and expressed concern that cuts in maintenance work, resulting in more potholes and road signs being lost in undergrowth, leads to reputational damage to the Council.

The officer responded that they were identifying and prioritising such pinch points and problems, but countered that there could be greater reputational benefit in improving the council's effectiveness in communicating its good performance to the public. For example, the council has completed over 21,000 road repairs this year despite financial cuts, and has greatly reduced its unit costs through more efficient working methods.

IT
Reference had been made by officers to streamlining and outsourcing certain IT systems. Councillors asked if this meant that we might no longer have our own IT support staff to call on. Officers assured the meeting of the intention that in-house support would be retained.

Adult Social Care Precept
Clarification was sought on how the increase in the precept would help general council finances given that the funds are ring-fenced for adult social care only. The Chief Finance Officer explained how the increased precept was to be used to help deliver social care pressures which have previously been funded from corporate

resources; in doing so it frees up corporate resources which then help to fund pressures in other council Services.

Capital Programme
In response to members' interest it was agreed that there should be a quarterly report on the proceeds of capital sales and the uses of the proceeds.

Councillors asked how communities would be selected for Place Strategies. Officers said that it would start with the market towns.

It was noted that the Local Government Settlement, due to be announced that day, might yet impact on the budget and savings proposed. Therefore the Committee held over to its 5 January 2017 meeting the matter of its recommendation to Cabinet. Officers would schedule time on the 5 January agenda accordingly.

60/16 DAYTIME SUPPORT CONSULTATION
(Agenda No. 7)

It was agreed to defer this item to the meeting on 5 January 2017 as the previous item had overrun the meeting time.

.... in the Chair

Date of signing 200

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Division(s):N/A

PERFORMANCE SCRUTINY COMMITTEE – 5 JANUARY 2017

SERVICE & RESOURCE PLANNING 2016/17 – 2019/20

ADDENDA (for Cabinet 20 December 2016)

Report by the Chief Finance Officer

Introduction

1. The 2017/18 provisional Local Government Finance Settlement was published on 15 December following an oral statement by the Secretary of State for Communities and Local Government, Sajid Javid MP, in the House of Commons. This marks the start of the consultation which will run until 13 January 2017. The final Local Government Finance Settlement is expected to be published in early February 2017. This addenda sets out the main points of the consultation.

Provisional Local Government Finance Settlement

2. Overall there are no additional resources available to Local Government as part of this consultation. The key aspects of the consultation covered in this addenda relate to:
   - New one-off Adult Social Care Support Grant
   - Reforms to New Homes Bonus
   - Council Tax Referendum Principles
   - Adult Social Care Precept

Adult Social Care Support Grant

3. In 2017/18 there will be an Adult Social Care Support Grant of £241m nationally funded from changes to the New Homes Bonus described in paragraph 5 below. This grant has been allocated based on the adult social care relative need formula and Oxfordshire will receive £2.3m.

Reforms to New Homes Bonus

4. In early 2016, the Department for Communities & Local Government (DCLG) consulted on options to reform the New Homes Bonus Scheme from 2017/18. The aim of the reforms was to sharpen the incentive to deliver new housing. The Government also wished to reduce the level of payments, in order to provide additional funding for the Improved Better Care Fund. Proposals included:
   - Withholding the Bonus from areas where an authority does not have a Local Plan in place
   - Abating the Bonus in circumstances where planning permission for a new development has only been granted on appeal

- Adjusting the Bonus to reflect estimates of deadweight
- A reduction in the number of years for which the Bonus is paid from the current 6 years to 4 years

5. The Government has now responded to their consultation confirming that payments of the New Homes Bonus will only be made on housing growth above 0.4% of the local authority's housing stock (the consultation proposal was 0.25%). Payments will also reduce from 6 to 5 years in 2017/18 and to 4 years in 2018/19. This will yield £241m and fund the Adult Social Care Support Grant in 2017/18.

6. In 2018/19 the Government will consult on the remaining two proposals:
- Withholding the Bonus from areas where an authority does not have a Local Plan in place
- Abating the Bonus in circumstances where planning permission for a new development has only been granted on appeal

7. The DCLG has published provisional New Homes Bonus allocations for 2017/18, the seventh year of the scheme. Payments include the grant awarded in years 3 to 6 as well as year 7. The provisional total grant is £1.227bn. The county council's provisional allocation is £4.2m and is marginally higher than estimated.

Council Tax Referendum Principles

8. The provisional settlement confirms the 2.00% council tax referendum principle, with a maximum £5 increase for district councils as consulted upon in the technical consultation on the 2017/18 Settlement in September. However, the Government has deferred the proposal to introduce referendum limits for larger town and parish councils for a year.

Adult Social Care Precept

9. The technical consultation on the 2017/18 settlement also announced a continuation of the 2% adult social care precept for upper-tier authorities, subject to "consideration of the use made of the Adult Social Care precept in the previous year".

10. The 2017/18 settlement announcement changes this approach and sets out that upper-tier authorities will be able to increase the social care precept to 3%, over the next two years. However, the total increase may be no more than 6% in total over the next three years. The existing Medium Term Financial Plan already assumes a 6% increase across the three years to 2019/20; therefore there are no additional resources available to the council through this measure.

11. Local authorities will be expected to demonstrate how the adult social care precept has been spent on adult social care services and councils wishing to use the extra freedom to raise their precept by 3% instead of 2% in 2017/18 must also show how they plan to use this extra money to improve social care. Details of the conditions of the scheme have not however been announced yet. They are expected in the "near future".

Other Announcements and Outstanding Grant Information

12. The Department for Education published the high level 2017/18 schools funding settlement on 13 December and details at local authority level for 2017/18 will be published on 20 December. Stage two of the schools and high needs national funding formula consultations were published on 14 December. Indicative allocations per school have been released. Overall there appears to be a gain of £4.1m for Oxfordshire but there are winners and losers within this. Officers will work through the details and report to Schools Forum in due course.

13. 2017/18 grant allocations for Public Health and Highways Maintenance funding were also announced on 15 December. These are unchanged from previously notified amounts.

14. DCLG plan to publish final allocations for the Education Services Grant and Extended Rights for Home to School Travel Grant for 2017/18 at the time of the final Local Government Finance Settlement in early February 2017.

LORNA BAXTER
Chief Finance Officer

Contact Officers: Katy Jurczyszyn – Strategic Finance Manager (Financial Strategy & Monitoring)

December 2016

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Daytime Support Review

Consultation Meeting

OXFORDSHIRE
COUNTY COUNCIL

Our approach to the Review

- We wanted to spend time listening to the people who use services and their carers.

- We engaged 600 people who use services and their carers to design a new model to help people live well in Oxfordshire

- The proposed new model protects our universal offer to communities, while meeting statutory obligations

OXFORDSHIRE COUNTY COUNCIL

Daytime Support Review

The cost of current services in scope is £9.3m

Service	Cost
Wellbeing and Employment Support Service	£0.5m
Community Information Network	£0.25m
Dementia Support Service	£0.4m
Community day services (mainly for older people)	£0.99m
Witney Volunteer Link Up	£0.030m
Health and Wellbeing Centres (older people)	£0.92m
Internal Daytime Support Service (learning disability)	£4.1m
Integrated Transport Unit Transport recharge	£2.1m

OXFORDSHIRE COUNTY COUNCIL

Daytime Support Review: Outcome

Support for living well in the community

- **Support for voluntary and community organisations**
- Organisation & partnership support
- Grants for new developments and to continue services in areas with most need

Daytime Support Review: Outcome

Open access tailored support for more vulnerable people

- **Open to everyone, free at the point of delivery**
  - Wellbeing & Employment Support Service
  - Dementia Support Service

Support for living well in the community

- **Support for voluntary and community organisations**
  - Organisation & partnership support
  - Grants for new developments and to continue services in areas with most need

Daytime Support Review: Outcome

Personal budgets for people with eligible needs

- Enabling people to buy services provided by a range of community organisations, voluntary organisations, private organisations, and the county council
- Self-funders can buy from the same services and we will guarantee that they can purchase the internal service at the same cost as people with council funding.

Open access tailored support for more vulnerable people

- **Open to everyone, free at the point of delivery**
  - Wellbeing & Employment Support Service
  - Dementia Support Service

Support for living well in the community

- **Support for voluntary and community organisations**
  - Organisation & partnership support
  - Grants for new developments and to continue services in areas with most need

STAFFORDSHIRE COUNTY COUNCIL

Community Support Service

- We will provide a Community Support Service which people can purchase with their personal budget or own resources

- This will be **countywide** and provide a wide range of flexible support options for individuals and groups

- **Care workers will provide the transport** for people when they need it, providing continuity of care

Option A (centre based)

delivered from a number of bases: Oxford, Banbury, Didcot, Witney, Bicester, Wantage, Abingdon and Wallingford

Option B (mixed)

provided to four geographical areas (City, North, South and West) with four bases

OXFORDSHIRE COUNTY COUNCIL

Daytime Support Review

The cost of the new model is either £5.9m (Option A) and £6.9m (option B).
Transport costs in either A or B are £1m

Service	Cost
Grant funding for community prevention	£0.25m
Community Information Network	£0.25m
Wellbeing and Employment Service	£0.5m
Dementia Support Service	£0.4m
Community Support Service Option A OR	£4.55m
Community Support Service Option B	£5.52m

OXFORDSHIRE COUNTY COUNCIL

Daytime Support Review: Impact

The new model requires change across all services. This includes

- retaining voluntary sector infrastructure support
- retaining the Community Information Network
- enabling community and voluntary sector providers to book **transport** through the Comet
- replacing current funding (£0.99m) for 46 older persons daytime support services with **new grants (£0.25m)**
- retaining **open access support** for people with dementia and wellbeing and employment support for vulnerable people
- replacing our health and wellbeing centres and learning disability daytime support with a **community support service**

OXFORDSHIRE COUNTY COUNCIL

Daytime Support Review

Public Consultation

1 November 2016 to 20 December 2016

3 consultation workshops
21, 22 and 23 November 2016, in Banbury, Didcot and Oxford

Multiple provider run focus groups

Post Consultation

Cabinet
24 January 2017

Full Council
14 February 2017

Implementation
March to September 2017

Project fully complete by 1 October 2017
Post implementation review starts 1 April 2018, complete by 1 July 2018

OXFORDSHIRE COUNTY COUNCIL

Review of Daytime Support – Summary

Background
We have carried out a review of daytime support for people aged over 18 in Oxfordshire. The review focused on understanding the needs of vulnerable people for daytime support, specifically support to meet eligible care needs and support that prevents care needs escalating. Its purpose was to help the council to develop future options for daytime support that meet people's needs, and the council's statutory responsibilities, within the current financial resources.

The review started in March 2016 and covered voluntary and community provided daytime support, health and wellbeing centres, learning disability daytime support services, and their associated transport arrangements. This support is currently used by about 2,000 people in Oxfordshire. The review linked to the review of respite services and the Oxfordshire carers' strategy and carers' personal budgets review.

Introduction
Daytime support is an important part of the lives of many older people, people with dementia, people with learning disabilities and people with physical disabilities. It provides vital links to the community that helps people to live independent and fulfilling lives. We want to ensure it is fit for the future and sustainable over the longer term, in a challenging financial context.

In developing our understanding of the needs for daytime support in Oxfordshire, we have listened to over 600 people who use daytime support, their carers, as well as providers of care and support, and community groups. People have told us that their priorities for daytime support include social contact, getting out of the house, maintaining independence and having a meal. Alongside seeing friends, people with learning disabilities emphasised going to work, getting a job and learning new skills.

Daytime support ranges from community lunch clubs to specialist centre-based support for people with complex needs. There are over 200 daytime support services provided in Oxfordshire – the vast majority provided by community groups and charities without funding from the county council.

What people want from daytime support has changed over time. As more and more people in Oxfordshire with assessed eligible needs have been able to choose how to use their own personal care budgets, there is a great deal more choice of services on offer.

We recognise that proposing changes to daytime support may be unsettling for people. Whatever is decided, we guarantee the county council will continue to provide a **core service** for people who have assessed eligible needs for social care support, which makes sure they have the daytime support they need. We are also committed to continuing to fund current services until the end of August 2017, and to supporting **community-based services** to continue to flourish.

As a result of the review we are proposing a new model for daytime support and a number of options for delivering this, which we are now consulting on.

What is the proposed model and the options for delivering it?

Personal budgets for people with eligible needs

Open access tailored support for more vulnerable people

Support for living well in the community

Personal budgets for everyone with eligible needs enabling choice between a range of voluntary sector, private sector, and county council services.

Open access tailored support for more vulnerable people delivered through the Dementia Support Service, which will continue to provide support to people with dementia and their families through Dementia Advisors, and the Wellbeing and Employment Service, which will continue to provide support to people aged over 18 with learning disabilities, autism and physical disabilities.

Supporting people to **live well in the community** through: information and advice; council services such our bookable transport service, The Comet; and voluntary and community sector support. This includes grant funding totalling £250,000 a year – an Innovation Fund for the development of self-sustaining projects, and a Sustainability Fund for the ongoing delivery of targeted daytime support opportunities in areas of high need in the county; and other support including advice and support to develop self-sustaining models, and support to develop Good Neighbourhood Schemes.

A **council-provided**, countywide, flexible **Community Support Service**, which people can choose to purchase using Personal Budgets or self-fund. This service would replace our Health and Wellbeing Centres and Learning Disability Daytime support Services. It would support people with a wide range of needs for daytime support, including older people, people with learning disabilities, people with physical disabilities and people with dementia. It would provide transport integral to the service, to people eligible for transport support.

We are proposing **two options** for delivering this service:

Option A: Centre-based option for the Community Support Service
In this option, the service would be delivered from 8 dedicated buildings, in Oxford, Banbury, Didcot, Witney, Bicester, Wantage, Abingdon and Wallingford. They would provide multi-functional spaces, and deliver individual and group support, using facilities available at the base, as well as in local communities. A higher proportion of support would be delivered at the bases than in the alternative option (B).

Option B: Mixed option for the Community Support Service
In this option, the service would be provided to four geographical areas in Oxfordshire (City, North, South and West). There would also be four small, building bases in Oxford, Banbury, Didcot and Witney, they would include spaces suitable for people who need specialist equipment to meet their complex health needs, rooms equipped for sensory integration work sessions, and spaces where people who need to have quiet time can do so in a safe, supportive environment. The majority of the service will be provided as a range of flexible options to people in their communities, including individual and group support. It would use various community facilities as bases where needed, such as libraries, leisure centres and allotments.

PERFORMANCE SCRUTINY COMMITTEE – 5th January 2017

**BUSINESS MANAGEMENT AND MONITORING REPORT
QUARTER 2 2016-17**

Report by Corporate Services

Introduction

1. This paper provides details of Oxfordshire County Council's performance for quarter two (July-September 2016). The report shows that we have started the year well and that we remain on course to meet the three strategic priorities set out in the Corporate Plan. A report covering key achievements and performance issues is attached at Annex 1. Performance dashboards are included at Annex 2.

2. Of the 24 outcomes being reported on this year, 18 have been rated Green or Amber for quarter 2. Of the 65 supporting 'success indicators' in the performance dashboards 7 have improved since quarter 1 (including 4 from Red to Green) while 51 are stable (i.e. remaining at the same rating in quarter 2 as quarter 1). Only 2 success indicators are judged to have deteriorated during quarter 2, both of which are reflected in Red outcomes covered in detail in Annex 1.

3. 5 of the 6 outcomes rated Red in quarter 1 are rated Red again in quarter 2. One has now been rated Amber due to progress made during the quarter ("preventing early death and improving quality of life in later years"). One other outcome ("narrowing the gap for our most disadvantaged and vulnerable groups") has been additionally rated Red in this quarter, making 6 reds in total, the same number as in quarter 1. All Red outcomes are set out on pages 4 to 7 with explanatory narrative and recommendations.

4. A new column for 'outlook' has been added to the performance dashboards. This gives the report's readers early indication of where specific success indicators (and therefore potentially outcomes or Corporate Plan priorities) are judged by directors to be at risk for one reason or another, and to enable questions to be asked and further information sought as necessary. In quarter 2, the outlook for 18 of the 65 success indicators is "positive/improving", and 35 "stable". Only 7 are judged to have a "negative/deteriorating" outlook.

Recommendation

5. **The Committee is RECOMMENDED to note and discuss the performance reported in the dashboards and to make any comments necessary for escalation to Cabinet before 24 January.**

December 2016

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ANNEX 1 – PERFORMANCE REPORT

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Section A: Key achievements against Corporate Plan priorities in this quarter

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A thriving economy

- We have been recording our fire safety audits more accurately enabling us to improve on the previous quarter's figures. We are currently performing above target for fire safety audits completed.

- Quarter 2 has seen an increase in our Trading Standards weights and measures verification work due to a new working partnership with a locally based scale manufacturer/importer. This collaboration has resulted in a significant improvement on the outturn for quarter one.

- Two newsletters are issued each year to all businesses on Trading Standards mailing list. The first newsletter for this reporting year was issued during quarter two and we are pleased to report that the number of businesses that received the newsletter was significantly higher than previous editions. We aim to get as many businesses on our mailing list in order to keep them well informed.

Protecting vulnerable people

- The annual target for fire prevention campaigns has already been exceeded.

- Safety messages are on track and campaigns are planned for the remainder of the year to ensure that the target is met. We continue to reach a high volume of people by using our social media to deliver safety messages, with Facebook and Twitter attracting the majority of people.

- The number of delayed transfers of care of adults in hospital due to social care is falling. The target is for 20 delays or fewer by the end of the year. At the end of September there were 16. Nationally in the last 12 months social care delays rose by 40% while in Oxfordshire they fell by 40%

- Despite considerable increases in demand all looked after children and child protection cases remain allocated. The number of looked after children has increased by 7% this year so far, but the increase in placements has been absorbed within the county rather than increasing numbers of out of county placements

- The timeliness of dealing with referrals within the MASH continues to improve in the year

- We are on track to exceed the annual target for people successfully quitting smoking at 4 weeks.

- The percentage of alcohol users successfully completing treatment for alcohol addiction now exceeds the national average.

Efficient public services

- We continue to exceed our target, by almost double, to attend medical interventions due to our expansion of co-responding throughout the county. Slade Park continues to attend the majority of these types of incident.

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- We are above target for special service rescues. Primarily this is in relation to rescues from road traffic collisions and the increase is due to a growing population and more vehicles on our roads.

- We have again achieved our response standards targets of sending a fire engine to an incident in the quickest time possible assisted by the successful implementation of Thames Valley Fire Control Service.

- The new 'Help to Live at Home' home care contracts began in May and were set up to improve the availability of home care in Oxfordshire. Since then we have been able to purchase 13% more home care. This will reduce delays for care and ensure people have alternate support options to placements in a care home.

- The number of looked after children placed with in house foster carers, including their family and friends has risen by 36 since April.

Section B: key issues currently affecting our ability to deliver our priorities

A thriving economy

- None - all on track.

Protecting vulnerable people

- Demand continues to rise for our adults' and children's services meaning fewer people are leading independent lives, caseloads are growing, and pressures grow on performance and budgets. This year in adult social care there has been a 42% increase in adult safeguarding concerns raised with the council and a 47% increase in investigations. In children's services there has been a 13% increase in children assessed and a 7% increase in looked after children. These increases reflect:
    - the level of risk that the council is willing to hold;
    - the lack of availability and effectiveness of preventative services (including those provided or commissioned by partner organisations)
    - the extent to which protecting vulnerable people is seen as a council service rather than a public service.

  In thinking and acting like a unitary the council needs to have a debate with other stakeholders about how everyone supports vulnerable people.

- There are significant workforce pressures in both the Adults' and Children's teams. High levels of employment and pay puts pressure on recruitment and retention. Care agencies commissioned to provide adult social care struggle to recruit staff and report difficulties in picking up new cases. Caseloads in children's care remain high. The success of Oxfordshire's economy is having adverse effects on the council's workforce and will affect both the availability and cost of care.

Efficient public services

- None – all on track.

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Section C: key performance issues requiring intervention / decision.

The following narratives explain outcomes which Directorates have rated "Red". A Red rating indicates that the outcome in question might not be achieved by year end as things stand. Directors' ratings may be based on a number of factors including levels of performance and degree of risk.

RED OUTCOMES RECOMMENDED FOR DISCUSSION

1.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Keeping children and young people safe
	Dashboard details	Page 10, success indicators 15-18

The level of activity in social care is higher than similar authorities and is growing more quickly than elsewhere. Levels of early help are dropping - in part due to the transition to the new service model. This is directly affecting caseloads. Only 60% of workers have caseloads at the target level. The directorate has a programme of work to address this looking at managing demand and introducing a new service (the Locality and Community Support Service) to avoid children entering the child protection system where possible.

The measure around caseloads has been rated Amber, within which the variable nature of work means that some teams' performance is rated Red for this quarter. The increase in activity levels in children's social care has a direct impact on caseloads. Last year saw a 19% increase in referrals; a 46% increase in assessments; an 18% increase in child protection investigations and a 13% increase in child protection case conferences - workers are increasingly stretched. The current transformation programme merging Early Intervention with Family Support services will address some of the caseload issues. Further remodelling may be necessary to mitigate this risk: one of the options to explore is increasing staff at the front door to manage demand.

Recommended action	Performance Scrutiny Committee is recommended to **discuss** the reasons for the Red rating and consider whether additional action is required at this time.

2.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Narrowing the gap for our most disadvantaged & vulnerable groups
	Dashboard details	Page 10, success indicators 13-14

Persistent absence rates from secondary schools continue to be amongst the highest in the country. Comparative data for Autumn and Spring terms for 15/16 academic year was published by the Department for Education in October. This shows that Oxfordshire continues to rank in the lowest performing 25% of authorities nationally.

Over this time period 13.9% (4319) of secondary school pupils were classed as being persistently absent (missing at least 10% of available sessions) compared with 12.3% nationally.

The number of permanent exclusions from Oxfordshire has continued to grow year on year. In recent years Oxfordshire has had low rates of permanent exclusions. The numbers have risen noticeably from 32 in 2013/14 academic year to 71 in 2015/16 academic year (figures still to be confirmed). Initial data for 2016/17 academic year indicates that this trend is continuing – with 18 permanent exclusions by the end of October.

School level data is monitored on a termly basis and issues are raised with the Regional Schools Commissioner where academies are concerned.

This theme has been picked up by the Safeguarding Board who are going to undertake a review of the issue in Oxfordshire.

Recommended action	Performance Scrutiny Committee is recommended to **discuss** the reasons for the Red rating and consider whether additional action is required at this time.

3.	Corporate Plan priority	EFFICIENT PUBLIC SERVICES
	Outcome affected	Reducing the level of need of our most vulnerable families
	Dashboard details	Page 10, success indicator 20

The number of looked after children at the end of September is 635 (compared to 592 at April 1). Benchmark figures would predict 600 looked after children. The increase in numbers has been absorbed within the county - 36 more children are being looked after by in house foster placements, including family and friends than at April 1st, but the planned decrease in the actual number of out of county placements has not been delivered.

The directorate has successfully focused on diverting people from the edge of care and is now putting similar efforts into ensuring people are reunified with their family as soon as possible. However the key issue remains the increase in demand across the system, raised above.

Recommended action	Performance Scrutiny Committee is recommended to **discuss** the reasons for the Red rating and confirm that no additional action is required at this time

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RED OUTCOMES RECOMMENDED TO BE NOTED WITHOUT DISCUSSION

4.	Corporate Plan priority	A THRIVING ECONOMY
	Outcome affected	20,000 businesses are given advice and support to grow
	Dashboard details	Page 16, success indicator 59

The number of building regulations consultations this quarter was below our target. We have responded to all building regulations consultations received, within the statutory timescale. The target set for this was based on historical figures so outturns will not always be in line with expectations. Despite this, we have no concerns as we have a proven track record of responding to these requests within our statutory deadlines.

Recommended action	Performance Scrutiny Committee is recommended to **note** the reasons for the Red rating and confirm that no additional action is required at this time.

5.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	37,500 vulnerable children and adults are helped to lead more secure and independent lives, supported by safe and wellbeing visits
	Dashboard details	Page 16, success indicator 61

We have not had any work experience placements during quarter 2. We are developing a new work experience programme and have work experience placements starting one day per week for ten weeks during quarter 2.

No Trading Standards risk reduction activities for children and young adults were recorded for quarter 2. There are a large number of 'one off' events and activities planned throughout the year, which are expected to enable the performance targets to be met.

The number of Trading Standards programmes for vulnerable children and young adults were lower than expected in quarter two. We anticipate the figures will be much higher at the end of the next quarter due to activity taking place during quarter 3.

Recommended action	Performance Scrutiny Committee is recommended to **note** the reasons for the Red rating and confirm that no additional action is required at this time.

6.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Supporting older people to live independently with dignity whilst reducing the need for care & support
	Dashboard details	Page 9, success indicators 4-5

Offering people reablement is a key part of the council's prevention agenda. Current levels of activity are 20% below contract levels. If the service does not pick up cases there is a risk that people will directly enter long term care, reducing their independence and putting pressures on budgets.

The contract has recently been retendered and the provider has changed. The new provider started on October 1st.

Recommended action	Performance Scrutiny Committee is recommended to **note** the reasons for the Red rating and confirm that no additional action is required at this time.

PRIORITY: A STRONG AND THRIVING ECONOMY

Outcomes	20,000 businesses given advice and support to grow (OFRS)	Raising achievement for all children and young people (CEF)	An Infrastructure Strategy for Oxfordshire is delivered (E&E)	High-quality jobs, and a skilled workforce, are created and sustained (E&E)	Funding for public services is maximised (E&E)	OCC's responsibilities for spatial planning are executed (E&E)	Highways are adequately maintained (E&E)

PRIORITY: PROTECTING VULNERABLE PEOPLE

Outcome	85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives (OFRS)	37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits (OFRS)	To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms (OFRS)	Ensuring children have a healthy start in life (PH)	Preventing early death and improving quality of life in later years (PH)	Preventing chronic disease by tackling obesity (PH)	Narrowing the gap for our most disadvantaged and vulnerable groups (CEF)	Keeping children and young people safe (CEF)	Adults with long term conditions living independently and achieving their full potential (SCS)`	Support older people to live independently with dignity whilst reducing the need for care & support (SCS)

PRIORITY: EFFICIENT PUBLIC SERVICES

Outcome	6,000 more people alive as a result of our prevention, protection and emergency response activities (OFRS)	When a fire occurs we aim to send the nearest fire engine in the quickest time possible (OFRS)	Reducing the level of need of our most vulnerable families (CEF)	Working together to improve quality and value for money in the Health and Social Care System (SCS)	Household waste is disposed of efficiently and effectively (E&E)	Year on year reduction in OCC's carbon equivalent emissions (E&E)	Communities are helped to help themselves (Corp Services)

SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Adults with long term conditions living independently and achieving their full potential	1	20,000 people to receive information and advice about areas of support as part of community information networks.	20,000	Y	G	G	↔
	Support older people to live independently with dignity whilst reducing the need for care & support	2	Reduce the number of people delayed in hospital awaiting social care from current level of 30 at the end of March 2015 to 20 at the end of March 2017.	20	N	G	G	↔
		3	Increase the proportion of older people with an on-going care package supported to live at home from 60% in April 2016 to 62% in April 2017	62%	N	A	G	↑
		4	Increasing the number of hours people are able to access the reablement pathway to 110,000 hours per year (2,115 per week) by April 2017.	110,000	N	R	R	
		5	80% of people who receive reablement need no ongoing support by April 2017	80%	Y	R	R	
EFFICIENT PUBLIC SERVICES	Working together to improve quality and value for money in the Health and Social Care System	6	Increase the number of carers receiving a social care assessment from 7,036 in 2015/16 to 7,500 in 2016/17.	7,500	Y	A	A	↑
		7	Increase % carers who are extremely or very satisfied with support or services received. 43.8 % baseline from 2014 Carers survey.	44%	N	Available once a year	Available once a year	
		8	75% of all adult safeguarding investigations will be concluded within 20 working days or have an agreed exemption by a senior manager	75%	Y	G	G	↓
		9	75% of all adult safeguarding triage decisions will be made in two working days	75%	Y	G	G	↓

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

CHILDREN EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome			Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
THRIVING ECONOMY	Raising achievement for all children and young people	10		% of schools judged good or outstanding by OFSTED to be in top quartile nationally by 2018.	91%	N	A	A	↔
PROTECTING OUR VULNERABLE PEOPLE	Narrowing the gap for our most disadvantaged and vulnerable groups	11		Increase the number of troubled families worked with by the council from 915 in 2015/16 to 1,549 in 2016/17 and 2892 by 2020.	1549	Y	G	G	↑
		12		Increase the number of community Common Assessment Frameworks (CAFs) completed from 770 in 2015/16 to 847 in 2015/16	847	Y	A	R	↓
		13		Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools	Tbc	N	-	R	
		14		Permanent exclusions to remain in the top quartile nationally	<48	N	R	A	↓
	Keeping children and young people safe	15		Set a baseline for caseloads in different teams and reduce this in the year to best practice levels	Varies by team	N	A	A	↔
		16		Increase the proportion of referrals dealt with within timescales to 75% by March 2017	75%	N	G	G	↑
		17		Increase the Proportion of assessments completed in 40 working days to 75% by March 2017	75%	Y	A	A	↓
		18		Increase the proportion of interviews of missing children completed on time	-	Y	G	A	↓
EFFICIENT PUBLIC	Reducing the level of need of our most vulnerable families	19		Recruiting 135 unrelated foster carers over the next three years	135 by March 2019	Y	A	A	↑
		20		Reduce the number of children placed out of county and not in neighbouring authorities from 77 to 60 by March 2016	60	N	R	R	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

ENVIRONMENT AND ECONOMY – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome		Success indicator		Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
THRIVING ECONOMY	**An Infrastructure Strategy for Oxfordshire is delivered**	21	A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced by March 2017.	Q1 - Strategy Scoped (5%) Q2 - Procurement underway (10%); Q3 - Consultant appointed and Stage 1 complete (50%); Q4 - Strategy work complete (100%)		Y	G	G	↑
		22	Oxfordshire is chosen for 35 new investors / re-investors, 14 of which are 'high value' (as defined in OxLEP contract)		35 / 14	Y	A	A	↑
	High-quality jobs, and a skilled workforce, are created and sustained	23	We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme		6%	Y	G	G	↑
		24	525 additional apprenticeship starts are delivered		525	Y	G	G	↑
		25	Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process		80%	Y	A	A	↔
	Funding for public services is maximised	26	No more than 20% of s106 monies are held within 2 years of potential payback		<20%	Y	G	G	↔
		27	80% of District Council planning applications are responded to within the agreed deadline		80%	Y	G	G	↔
	OCC's responsibilities for spatial planning are executed	28	50% of Mineral and Waste applications are determined within 13 weeks		50%	Y	G	G	↔
		29	% of highway defects posing an immediate risk of injury are repaired within 24 hours		100%	N	G	G	↔
	Highways are adequately maintained	30	% of highway defects that create a potential risk of injury repaired within 28 calendar days		90%	N	G	G	↔
		31	% of the A and B Classified road network where carriageway maintenance should be considered.		28%	N	A	A	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

ENVIRONMENT & ECONOMY (continued)

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	Household waste is disposed of efficiently and effectively	32	59% of household waste is reused, recycled or composted	59%	N	A	A	↔
		34	% of waste from Household Waste Recycling Centres (HWRC) which is recycled	60%	N	G	G	↔
	Year on year reduction in OCC's carbon equivalent emissions	35	Average 3% year on year reduction in carbon equivalent emissions from Oxfordshire County Council estates and activities	11%	Y	G	G	↑

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 2 2016-17

Outcome			Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	↔ Ensuring children have a healthy start in life	36	Conceptions in women aged under 18 per 1,000 females aged 15-17 (teenage conceptions). This reflects calendar year 2015	<=16.8 (189)	Y	G	G	↔
		37	Percentage of mothers who receive a universal face to face contact at 28 weeks or above	Q1 55% Q2 60% Q3 62% Q4 65%	N	G	G	↔
		38	Percentage of births that receive a face to face New Birth Visit (NBV) within 10-14 days by a Health Visitor	93-95% (each quarter)	N	R	R	↔
		39	Percentage of births that receive a face to face New Birth Visit (NBV) completed	95%	N	G	G	↔
		40	Percentage of children who received a 12 month review	93-95% each 1/4	N	G	G	↔
		41	Percentage of children who received a 2-2.5 year review	93-95% each ¼	N	G	G	↔
		42	Percentage of infants for whom breastfeeding status is recorded at 6-8 week check	95.0%	N	G	G	↔
		43	Babies breastfed at 6-8 weeks of age (County). No individual CCG locality should have a rate of less than 55%)	63.0%	N	A	A	↔
		44	% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	93.0%	N	G	G	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

PUBLIC HEALTH – continued

	Outcome		Success Indicator	Target	Cumul ative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Preventing early death and improving quality of life in later years	45	Of people aged 40-74 who are eligible for health checks once every 5 years, at least 15% are invited to attend during the year. No CCG locality should record less than 15% and all should aspire to 20%.	15%	Y	G	G	↑
		46	Take-up of invitation for NHS Health Checks should exceed national average (2015-16 = 51.7% nationally) and aspire to 55% in year ahead. No CCG locality should record less than 50%.	>51.7% (Aspire 55%)	Y	R	R	↑
		47	Number of the eligible population, aged 40-74, who received their NHS Health Check	Q1 3724 (3939) Q2 7448 (7877) Q3 10722 (11816) Q4 14896 (15755)	Y	R	G	↑
		48	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	Q1 186 (197) Q2 372 (394) Q3 558 (591) Q4 745 (788)	Y	R	G	↔
		49	Number of people quitting smoking for at least 4 weeks should exceed 2015-16 baseline by at least 10% (15-16 baseline = 1923)	> 2115	Y	R	G	↑
		50	Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months, as a percentage of the total number of opiate users in treatment.	> 4.5% 5% end year Aspire 6.8% long term	Y	R	A	↑
		51	Number of users on NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months, as a percentage of the total number of non-opiate users in treatment.	< 26.2% 30% end year Aspire 37.3% long term	Y	R	R	↓
		52	All drugs: successful completions	2015-16 national average = 15.2%	Y	A	A	↑
		53	Successful completions as a % of the total Number in Treatment (ALCOHOL)	39.2% 2015/16 national average	Y	G	G	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

PUBLIC HEALTH – continued

	Outcome			Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Preventing chronic disease by tackling obesity		54	National Childhood Measurement Programme (NCMP) - obesity prevalence in Reception year	Maintain <7%	N	G	G	↔
			55	National Childhood Measurement Programme (NCMP) - obesity prevalence in Year 6. No district population should record more than 19%	<=16%	N	A	A	↔
			56	National Childhood Measurement Programme (NCMP) - % of all children measured in Reception (coverage)	90%	N	G	G	↔
			57	National Childhood Measurement Programme (NCMP) - % of all children measured in Year 6 (coverage)	90%	N	G	G	↔

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

OXFORDSHIRE FIRE & RESCUE SERVICE – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
THRIVING ECONOMY	**20,000 businesses given advice and support to grow**	59	833 businesses given advice and support, per quarter.	833	Y	R	R	↔
PROTECTING VULNERABLE PEOPLE	**85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives**	60	3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter	3,542	Y	G	G	↔
	37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits	61	1,562 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits per quarter	1,562	Y	R	G	↑
	To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms	62	To deliver 66,666 specific safety messages across all social media platforms, per quarter.	66,666	Y	G	G	↑

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

OXFORDSHIRE FIRE & RESCUE SERVICE - continued

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	**6,000 more people alive as a result of our prevention, protection and emergency response activities**	63	250 more people alive as a result of our prevention, protection and emergency response activities per quarter	250	Y	G	G	↔
	When a fire occurs we aim to send the nearest fire engine in the quickest time possible	64	80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	G	G	↔
		65	95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	G	G	↔

CORPORATE SERVICES – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	**Communities are encouraged to help themselves with support from the County Council, strengthening the role of individual citizens and communities**	65	OCC effectively uses a variety of mechanisms including active participation in the democratic system, being part of Town and Parish Councils, volunteering in their local community and receiving support from the providers of the Council's Voluntary & Community Sector Infrastructure Contract. Also through direct service delivery under the Oxfordshire Together programme.	-	N	G	G	↔

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

Success Indicator	Target	Position at end October 2016	On Target?	Notes
Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 2.0% of net budget	0.0m or 0.0%	Yes	
Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	<2.0% of net budget	-£0.7m or -3.0%	No	
Actual Pooled Budget Reserves (as at 31 March 2017)	-	£1.4m		
Other Directorate Reserves (as at 31 March 2017)	-	£0.7m		
Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
Planned savings for 2016/17 assumed in the MTFP have been achieved	100% achieved	76%	No	There is slippage of £2.2m on the delivery of savings, primarily within the Older People's Pool. This relates to the implementation of a panel, and associated review team within the new Responsible Localities structure that went live in October 2016.

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OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

CHILDREN EDUCATION & FAMILIES

	Success Indicator	Target	Position at end October 2016	On Target?	Notes
Financial Performance	Actual expenditure for Education & Early Intervention is in line with the latest agreed budget	< 2.0% of net budget	+1.2m or +5.7%	No	Home to school transport is forecasting £1.4m overspend which is partly offset by other underspends in Education & Early Intervention
	Actual expenditure for Children's Social Care is in line with the latest agreed budget	<2.0% of net budget	+5.0m or +7.2%	No	The forecast overspend includes £3.2m on placements and £1.1m on asylum seekers.
	Actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget	<2.0% of net budget	+£0.2m or +3.8%	No	
	School Reserves (as at 31 March 2017)	-	£20.7m		
	Directorate Reserves (as at 31 March 2017)	-	£2.1m		
	Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2016/17 assumed in the MTFP have been achieved	100% achieved	73%	No	Home to School Transport savings is anticipated to be achieved through route efficiency and changes to transport arrangements. In addition the service is forecasting an overspend for increased demand, need and price.

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

ENVIRONMENT & ECONOMY

	Success Indicator	Target	Position at end of October 2016	On Target?	Notes
Financial Performance	Actual expenditure for Strategy and Infrastructure is in line with the latest agreed budget	< 2.0% of net budget	-2.6% or -£0.1m	No	
	Actual expenditure for Commercial Services is in line with the latest agreed budget	<2.0% of net budget	-0.7% or -£0.5m	Yes	
	Actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	< 2.0% of net budget	+4.9% or +£1.0m	No	ICT is forecasting £1.0m overspend due to rationalisation savings not being fully realised.
	Directorate Reserves (as at 31 March 2017)	-	£5.3m		
	Number of 2016/17 budget virements requested requiring Council approval as they were larger than £0.500m or a change in policy	-	None		
	Planned savings for 2016/17 assumed in the MTFP have been achieved	100% achieved	97%	No	

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

PUBLIC HEALTH

	Success Indicator	Target	Position at end October 2016	On Target?	Notes
Financial Performance	Actual expenditure is in line with the latest agreed budget	< 2.0% of gross budget	0% or 0m	Yes	Funded by a ring fenced grant which is £32.1m for 2016/17.
	Actual Directorate Reserves (as at 31 March 2017)	-	£1.1m		Public Health reserve to hold unspent ring fenced grant for future Public Health projects.
	Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2016/17 assumed in the MTFP have been achieved	100& achieved	40%	No	The savings were contingent on the expectation that the ring-fenced grant would cease from 2016/17. The retention of the ring fence has been confirmed, and this means that these savings cannot be delivered on an ongoing basis against the Public Health budget. Funding of up to £0.5m from the public health reserve is expected to contribute to the saving of £1.25m in 2016/17 on a one off basis.

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

CORPORATE SERVICES

Success Indicator	Target	Position at end October 2016	On Target	Notes
Financial Performance Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	-£0.4m or -2.8%	No	
Actual Directorate Reserves (as at 31 March 2017)	-	£1.1m		Includes £0.4m Registration service reserves and £0.6m held to fund future County Council elections
Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
Planned savings for 2016/17 assumed in the MTFP have been achieved	100% achieved	100%	Yes	

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

CORPORATE

Success Indicator	Target	Based on position at end October 2016	On Target?	Notes
Actual expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+£5.6m or +1.4%	Yes	
Cross Directorate Reserves (as at 31 March 2017)	-	£11.2m		
Corporate Reserves (as at 31 March 2017)	-	£2.9m		Efficiency Reserve
Capital Reserves (as at 31 March 2017)	-	£34.6m		
Cash Flow Reserves (as at 31 March 2017)	-	£1.6m		Being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
General balances as a proportion of the original gross budget (£798m for 2016/17)	-	£15.4m or 1.9%		
Total reserves as a proportion of the original gross budget (£798m for 2016/17)	-	£96.6m or 10.9%		
Capital programme use of resources compared to programme agreed in February 2016	90%	92%		
Capital programme expenditure realisation rate		34%		

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

CORPORATE (continued)

Success Indicator	Target	Based on position at end October 2016	On Target?	Notes
Year to date debtor invoices – all(*)	48 days	50 days	No	
Percentage of debtor invoices cleared in 90 days - Social Care Clients(*)	94%	89%	No	
Percentage of debtor invoices cleared in 90 days	97%	94%	No	
Treasury Management Indicators – Average Interest Rate achieved (In House) compared to Treasury Management Budgeted Rate	0.70%	0.73%	Yes	
Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (**) (Pooled Fund)	2.03%	3.383%	Yes	

(*)The indicators have been modified post IBC to show average debtor days for debtors as a whole including Adult Social Care (previously they were shown separately to general debtors).
(**)Composite of 7 Day LIBID, 7 Day LIBID + 50BPS, IPD Other Balanced Property Funds Index, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euri High Yield ex Financials Index (GBP Hedged).

OUTLOOK KEY: ↑ the outlook is positive/improving   ↓ the outlook is negative/deteriorating   ↔ the outlook is stable

365alive
Think Safety
365alive.co.uk

Oxfordshire County Council
Fire and Rescue Service,
Emergency Planning Unit, Trading Standards
and Gypsy and Traveller Service

Annual Report
2015-16

FJ X 21P1

Securing a safer Oxfordshire

OXFORDSHIRE
FIRE & RESCUE SERVICE

OXFORDSHIRE
COUNTY COUNCIL

Firefighters join life-saving ambulance initiative

FIREFIGHTERS are being sent out all over the county to help people suffering heart attacks and strokes as part of a life-saving initiative.

The landmark deal between South Central Ambulance Service (SCAS) and four-county fire services was trial...

at the same time as paramedics.

The co-responders are deployed to the scene if they can get there more quickly.

Nigel Wilson, of Oxfordshire C... Council... Fire and Resc...

believed it would allow the emergency services to support patients faster than...

Firefighters warn over drink-driving

OXON: Firefighters will be highlighting the dangers of drinking and driving as summer arrives.

The county council's fire se...

Services win the praise of crash drivers

THE work of the emergency services in yesterday's fatal collision has been

...Rescue Service ...r Nathan Travis ...the work of his ...rcumstances. ..."nothing but ...hters who helped ...e collision at ...an was killed. ...nine fire engines ...the crash

Fire crew succeeds while others fail

A YOUNG girl had to have a metal washer cut off her finger by firefighters after NHS staff were unable to budge it.

Wallingford resident Anna R... after...

stuck on her finger at 1pm... She sa... I tried... I us...

Fire service praised

OXFORD: It has been a month since the five-star Randolph Hotel on Beaumont St... reopened follow... a fire. Fire engines...

PLANNING: Risk assessments help emergency services prepare for major incidents

'Thorough firefighter training key to saving Randolph Hotel'

Luke Sproule
lsproule@nqo.com

THE man responsible for preparing the county's firefighters to tackle serious blazes has said the years of training his teams put in helped to save the Randolph Hotel.

Oxfordshire Fire & Res-cue S...

Car-washing crew fired up to help charity

999 DEAL: Crews will be sent out to reach emergencies ahead of ambulances in future

Firefighters get ready to take on paramedic role in call-outs

▲ Continued from Page 1

responded to more than 430 ambu-
...ce calls.

...to the Oxford Mail, the
...er fire officer, Dave
...aid: "This is a major
...t for the county that
...uge benefits to people
...test time of need.
...one of the best fire ser-
... UK and this ...""

Firefighters praised for pub blaze action

VILLAGERS have praised the "fantastic" work of firemen who saved their pub from being destroyed.

More than 30 firefighters were called to The Fox Inn, Denc... near Wantag... Saturday...

Incident commander Mike Adcock said: "This quick action saved 99 per cent of the thatch roof with approximate 20 squar...

thatch removed...

The fire happened days after the pub had its roof reridged, a two-week ...be done halfway...

New Thames Valley Fire Control Service goes live

Oxfordshire Fire and Rescue Service (OFRS), Royal Berkshire Fire and Rescue Service (RBFRS) and Buckinghamshire and Milton Keynes Fire an...
...e S...ce (BMKFRS) have joined...

As a back up for the TVF... Reading, a not...

Way hotel drama tackled is a testament to firefighters

BLAZE

IN addition to two major incidents of fire at the M40 services at Cherwell Valley and the more recent blaze at Carluccio's at Bicester Village on April 1, Friday's city centre fire at the Randolph Hotel very finely demonstrated the importance of not only having at hand up-to-date, state-of-the-art equipment to tackle such ...ents, but to have that equipment in ...trained experts – our

Big opening for Cadets' newest education unit

New training scheme will see firefighters expand their role

Matt Oliver
moliver@nqo.com

FIREFIGHTERS in Oxford-shire are to be trained to spot signs of fraud, health problems, abuse and even religious radicalism in peo-ple's homes.

...of their role, ...

TEAMWORK: Crews will look for issues which can be passed on to other agencies

– to encouraging people to be more healthy and prevent unexpected trips to hospital.

Thames Valley collaboration manager David Heycock said: "The vision for the fire service now is one that has a much wider focus than it did previously.

"We will be continuing our wor... ...re prevention, but this wi... ...ds to help it...

...ing a fire in their homes.

But Mr Heycock said staff could now also do other checks while they were there, to help partner authorities across Oxfordshire that are trying to save cash by be-...

...e of-...nit ...ght-
...ork-...of ...Ox-

GRAND UNVEILING: Chief fire officer Dave Etheridge gives a speech to the new Cadet unit

...gramme is to develop strong relatio... ...hool and communiti... ...lethem to bene...

Fire chief gets his OBE from Queen

OXON: The county's fire chief boss has received his OBE from the Queen.

Oxfordshire's Chief Fire Officer David Etheridge, who was award... the OB... ...ceived the award ...ay...
New...

Fire crews extinguish blaze at bakery

A MULTI-million-pound bakery had to be evacuated after a tonne of cake mix caught fire.

The ignition caused what was described by firefighters as a serious and "rapidly-developing" blaze.

...re Fire...

Factory managers had already instructed their staff to leave the building whe... fire i... ire i...

initial speed and weight of ...
attack from the ...

She added: "The fire crews got all their pumping gear and channelled the water down the ...e ...ane.

Fire crews pumps out street after main burst

ABOUT 250 homes were left without water for nearly 24 hours after a water main burst in Chilton ...didcot.

A 10-inch pipe burst ... 6.45pm on Friday, ... and leaving hundre... Fire crews were ...mp out floo...

electrical white goods in. We're at the lowest point in the road so all the water started pouring down our driveway."

Next door, Londoner Do... was looking after her te... ...hile her son Steve w... ...aid: "We...

BUCKETS: From left, crew manager Wayne Boyes, George Oliv... watch manager Nick Mason with Pudsey Bear Picture: David ...ing

▲ **Fire crews boost appeal**

FIREFIGHTERS at Woodstock Fire Station took a break ...m it...life-saving duties to...

Ben Richardson... fundraiser...

Fire service is honoured for a second year

OXFORDSHIRE'S Fire and Rescue Service has won a national customer service award for the second year running.

The Custom... Service Excellen...

Bowel cancer survivor to battle stigma of disease

Alex Regan
aregan@nqo.com

PLEA: Fireman wants people to be aware of symptoms and seek help

A FIREFIGHTER who survived a battle with bowel cancer is hoping to "remove the st... ...of the d...

time about it. The GP could ... feel a tumour in my bowel... and then I went for a... noscopy. ...
...e was 47 and it's... ...d a loved one. ...cked means ...hecked ... f treated ...tigma attached ...ut it's impor... ...hat stigma," ...r bowel can... ...has had a

Crews rescue baby

W OXON: Firefighters had to rescue a baby which locked itself in a bathroom in Long Hanborough yesterday.

Oxfordshire Fire and Rescue Service watch manager Jon Hardy said one fire engine wa... sent to the scen... fter the 22-month-old...

Fire crews save dog

ABINGDON: A dog had to be rescued by firefighters following a flat fire in Abingdon.

Crews were called to the blaze in the first-floor flat in Willow Brook at 3.45pm on Saturday.

...r Gary...

Fire crews rescue dog from blaze

A DOG was rescued from a house fire in Walton Street, Oxford, on Saturday night.

Onlookers described the whole street being "full of smoke" as the fire took...

when the fire started. A resident who lives nearby said they heard the sirens ...1...

bring the dog out to the owner and it looked ok,' ...they took it away in a car." ...hbour said ...d but ...

Quick-thinking fire crews limit damage at blaze-hit home

MORE than 30 firefighters tackled a blaze in a Great Milton home.

Oxfordshire Fire and Rescue Service was called to the det... house just after 5pm on Sun... where a fire which start... rear of the property ...

were at the scene. Nobody was hu...

place inside the house to try to minimise damage to the ...

...have shown great ...m and determination ...he fire was dealt with ... property was

Man rescued by crews from lake

A MAN who was "partially unconscious" was rescued from a Didcot lake on Saturday.

Oxfordshire Fire and Rescue Service said it was called at about 12.40am to ...dygrove Lakes, near Venners Water. ... 43-year-old was foun... "...de...

Pub owner praises quick response of fire service

THE owner of a thatched pub near Bicester praised the fast response from emergency services after a fire.

A chimney fire broke out at the Horse ...oom pub in Caulcott at about 6pm ...Oxfordshire Fire and...

Randolph Hotel] as well, because it is an old thatched building.

"One guy driving past stopped because he could see the ... flames coming out the top ... night cleaning the car... ... get rid of th...

The fire o...
did ...

Man cut from car after M40 collisions

OXON: A man was cut free ...er ... three vehicles crashed on the ...0.

The alarm was raised at about 6.30am on Saturday and firefighters rushed to the northbound carriageway to discover three ...collide...on for 6 ...

Girl freed after leg gets stuck in vending machine

DIDCOT: Firefighters rescued a nine-year-old girl from a leisure centre vending machine on Tues... day of last week after her leg ...

Contents

Welcome and foreword

Councillor Rodney Rose

Cabinet Member for the Fire and Rescue Service

Chief Fire Officer David Etheridge OBE

Welcome to Oxfordshire Fire and Rescue Service's (OFRS) Annual Report 2015-16, as the Cabinet Member and Chief Fire Officer for Oxfordshire we are very proud of our achievements during the past year. This report highlights our achievements for this period and identifies areas where we can improve, leading to a safer county.

We have exceeded the stretch targets set in our 365alive 10 year vision 2006-16. This has resulted in significant financial savings to the public of Oxfordshire and kept more people safe in their homes, at work and on the county's roads. This document details our new 365alive vision to continue on our improvement journey.

The successful implementation of Thames Valley Fire Control Service (TVFCS) in April 2015 has enabled further collaborative partnerships with Royal Berkshire and Buckinghamshire and Milton Keynes Fire and Rescue Services.

OFRS have extended our partnership with South Central Ambulance Service (SCAS) to provide support to SCAS in attending life-saving medical emergencies, known as co-responding.

During 2015 we have successfully engaged Public Health with the activities of OFRS and now work more closely together to identify public health concerns and raise awareness of health issues with Oxfordshire's most vulnerable residents. As a result, our new Safe and Well visits now include advice on alcohol and substance misuse, healthy eating and smoking cessation. Our Trading Standards and protection activities supported local businesses towards the aim of creating a world class economy.

We want to thank all our staff who have contributed towards our achievements this year. We will continue to deliver a high performing service to the people of Oxfordshire with the support of our county councillors and our partner agencies, and are firmly committed to achieving excellence and further improving public and firefighter safety.

CUSTOMER SERVICE EXCELLENCE

INVESTOR IN PEOPLE

Local Government Equality & Diversity

Our Performance at a Glance

11 Annual Budget

£25,744,813 Million

The OFRS final spend for 2015-16 was £25,744,813. The most recent national (CIFPA) breakdown of costs (from 2014-15) shows the cost of providing the fire and rescue service was £38.62 per year for each person within Oxfordshire.

Our day-to-day revenue spending was £0.63m under our allocated budget for the year 2015-16, and we achieved £365,000 of savings without reducing our frontline service.

£365 Thousand

Cost Per Head
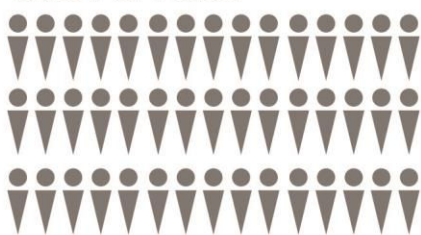
£38.62

Cost Per Incident

999

£5,106

07:09

Average response time 7 minutes 9 seconds

We aim to arrive at 80 per cent of emergencies in 11 minutes or less and 95 per cent of emergencies in 14 minutes or less. In 2015-16 we achieved these targets with appliances arriving in less than 11 minutes 88.6% of the time and in less than 14 minutes 96.3% of the time.

Arrive at

96%
of incidents in less than 14 minutes

177 Safeguarding Alerts

3,478 Safe and Well Visits

Through our involvement with Oxfordshire's Safeguarding Adult and Children Boards we responded to 3,236 requests for information in 2015-16. We also conducted 3,478 Safe and Well Visits to homes with vulnerable people.

Our staff also confidentially reported concerns in 177 instances where they felt a vulnerable person required more help. 145 of these were then passed to our partner agencies within Oxfordshire County Council.

In 2015-16 we responded to a total of 5,997 incidents, including fires, RTC's, chemical incidents, animal rescues, water rescues and many others. The total also included the Thame co-responding car and calls over the border into other counties.

Working in partnership with SCAS we provide emergency medical response via a co-responder scheme at a number of stations. During 2015-16 we have used these skills at 828 co-responding incidents.

Incidents Attended

5,997

999

828
Medical Emergencies

94% of **999** answered in less than 10 seconds
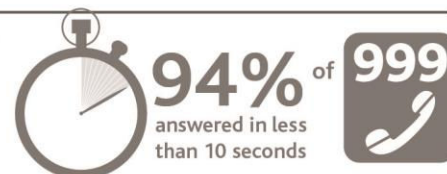
Our target for the percentage of administration type calls answered by control operators within 15 seconds was not met. These calls are not taken via 999. The target was 100 per cent and we achieved 81.74 per cent.

We achieved a performance measure of 85.52 per cent out of a target of 98 per cent, for emergency calls answered by control operators within 5 seconds.

Fire Safety Audits carried out

13 Prohibition Notices

2014-15	2015-16
323	**419**

↑ **29.72%**

Non-Domestic Fires

2014-15	2015-16
168	**147**

↓ **12.5%**

In 2015-16, our fire safety inspectors carried out 419 fire safety audits. This resulted in half requiring some improvements to their fire protection arrangements, including 13 Prohibition Notices. Inspectors also conducted 703 building regulation consultations, 445 consultations for organisations such as OFSTED as well as a further 1,311 fire safety activities to prevent fires, boost economic growth and drive down the risk to the people of Oxfordshire.

↑ **7.18%**

Increase in traffic volume through Oxfordshire

2011

2015

We have seen reductions in casualty figures over the past year. In Oxfordshire, during 2015-16, 23 people were killed and 312 serious injuries on our roads. This is an improvement compared to 26 people killed and 318 seriously injured in 2014-15 especially when viewed against a 5.5% increase in traffic volume through Oxfordshire.

2014-15 Vs 2015-16

People killed and seriously injured

↓ **1.47%**

SIGNIFICANT FIRES

2011 -12	2015-16
1,007	**832**

↓ Down by **17.38%**

DELIBERATE FIRES IN HOMES
2011-16 ↓ DOWN BY **35%**

INJURIES IN HOMES
2011-16 ↓ DOWN BY **60%**
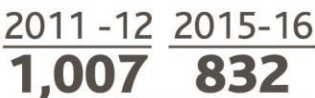
During 2015-16 two people died as a result of accidental fires in their homes, which despite this being a smaller figure than might be expected for a county with the population size of Oxfordshire, is still a tragedy for the families of those involved and above the target we set ourselves.

We actively engage in fire prevention education and target assistance to the more vulnerable residents in Oxfordshire. We will continue to focus our efforts where they will have the greatest benefit for the most vulnerable and those at greatest risk.

The total amount of money saved or recovered from victims of doorstep crime by Trading Standards was £276,138 which was short of our target of £450,000. This was partly due to a focus on a complex investigation which reduced capacity for proactive enforcement actions.

£276,138 Thousand

Saved or recovered money for victims of door step crime

99%

99% of high risk premises visited by Trading Standards

104,465
Safety Messages delivered

Through analysis of incident data, we have calculated that our Prevention, Protection and Response efforts have resulted in an estimated 47 people being alive that statistically would not have been without our actions. These actions also equated to £21 million being saved for the local economy through less injuries, deaths and damage to property / business. We also delivered an estimated 104,465 safety messages, including 5,860 key stage 2 children passing through our safety centre.

£21 Million

Money saved

47 more people alive
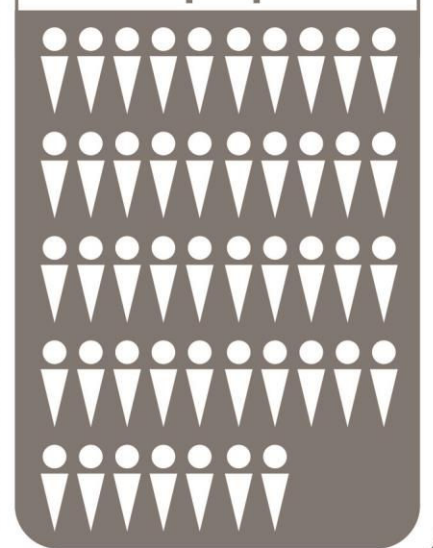
Performance results in more detail

Operational Assessment (OpA) Fire Peer Challenge

In order to drive continuous improvement of the service we undertake a periodic OpA Fire Peer Challenge. This process, which has a strong operational focus, comprises of a self-assessment and external peer challenge and is designed to look at how we lead, prioritise and deliver our main functions.

We undertook an OpA Peer Challenge during May 2014. The team triangulated the evidence we submitted in the self-assessment by visiting teams, watches, managers, individuals, councillors and trade unions. They looked at our systems and processes to examine and assess the organisation's leadership of the service, capacity, approach to safeguarding and the following key assessment areas:

- Community risk management
- Prevention
- Protection
- Response
- Health and safety
- Training
- Call management and incident support.

The report produced by the team was very positive. In particular, they were impressed by the leadership we have demonstrated at all levels across the service at a challenging time, the political support we have from our elected members, our long-term strategic planning, the success of the restructure, and our cross directorate and integrated approach with Oxfordshire County Council (OCC).

The report highlighted 33 areas to explore, from which we produced an action plan to assist with our continuous improvement journey which has been completed. The following pages report on the performance of our key assessment areas of OpA.

Best practice is to undertake an OpA Peer Challenge every three years, so in November 2017 we will be reassessed, in line with new Home Office requirements.

Our vision

2006 vision up to 31 March 2016

In 2006 OFRS unveiled a strategic vision for achieving a safer Oxfordshire called 365alive.

Its key aims were to:

- Save an extra **365 lives** in Oxfordshire, both in the home and on our roads.
- Save the taxpayer **100 million** pounds.
- Make **840,000 people safer** by providing education on fire and road safety.

This campaign was an overwhelming success with our targets being achieved long before the official campaign end date. In total our campaign achieved the following:

- **496** people saved.
- **£178,013,280** saved for the taxpayer.
- **1,298,939** people made safer through fire and road safety education.

Our new 365alive 10 year vision 2016 to 2022

365alive is OFRS's vision to ensure that we are 'working every day to save and improve the lives of people across Oxfordshire'. The vision is supported by Road Safety, Trading Standards, Emergency Planning Unit and Gypsy and Traveller Service.

As Oxfordshire thrives we anticipate a significant change in four key areas:
- Increase in Homes.
- Increase in Workplaces.
- Increase in number of vehicles on our roads and number of miles travelled.
- Increase in population with large increases being seen in the young and old.

As a result of these trends being identified we have recognised that:
- Extra people travelling more miles on our roads means that we will see an increase in the risk of Road Traffic Collisions.
- The growth in the number of homes and workplaces built means that we will see an increase in the number of domestic and commercial fires.
- The expanding and increasingly ageing population means that we will see an increase in the need for an immediate medical response.

What do we want to achieve?

The vision will run for 6 years from 2016 to 2022, in this time we would like to achieve:

PREVENTION, PROTECTION & EMERGENCY RESPONSE	EDUCATION	VULNERABLE / LOOKED AFTER CHILDREN & ADULTS	BUSINESSES
6,000 more people alive as a result of our prevention, protection and emergency response activities.	85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives.	37,500 vulnerable children and adults helped to lead more secure and independent lives supported by safe and well-being visits.	20,000 businesses given advice and support to grow.

1.6 Million Safety Messages

How are we going to do this?

Prevention, protection and emergency response

How we will achieve our targets:
- Saving lives at all emergencies including Road Traffic Collisions and fires.
- Increasingly attending most serious medical emergencies as a co-responder on behalf of SCAS.

Education

How we will achieve our targets:
- Provide the opportunity of work experience placements in the Community Safety Directorate.
- Complete talks and provide safety education programmes for schools.
- Promote Drago the Dragon and his safety messages.
- Provide Cycle Training for children.
- Support Safe Drive Stay Alive.
- Run Fire Cadets.
- Organise a range of community engagement activities for children.

Vulnerable / looked after children and adults

How we will achieve our targets:
- Completing Safe and Well Visits.
- Provide free electric blanket tests.
- Trading Standards will:

- Help to reduce door step crime.
- Support victims of scams.
- Gypsy and Traveller Service will complete fire safety advice visits.

Businesses

How we will achieve our targets:
- Completing fire safety audits.
- Respond to building regulation consultations.
- Trading standards will:
  - Provide advice and support to businesses.
  - Produce a business newsletter twice yearly.

1.6 million messages

The service will also continue to embrace social media to deliver specific safety messages with a strong call to action. We have set a social media reach target of 1.6 million interactions across various social media platforms. For more details visit 365alive.co.uk.

Community Risk Management Plan (CRMP) Projects

It is important that our priorities are consistent with local, regional and national goals and needs. At the heart of our planning process is our CRMP 2013-18. During 2015 we commenced the preparation of a new CRMP 2017-22.

Each year, we review our priorities and performance against these longer-term goals and produce a one-year action plan. This action plan identifies which risks we are going to target over that year and outlines the projects we are going to deliver to reduce threats and make the most of opportunities to improve both our service and the safety of Oxfordshire.

CRMP projects 2015-16

The OFRS CRMP Action Plan 2015-16 formed part of our approach to mitigate risk within Oxfordshire through prevention, protection and intervention strategies. The Action Plan identified the following priorities:

Project 1: Implement Emergency Medical Support Services in collaboration with South Central Ambulance Service (SCAS)

Following initial trials at Thame fire station, OFRS were approached to work in further partnership with SCAS to provide co-responding in areas of Oxfordshire where SCAS are not always able to meet their response times.

The project moved forward with Abingdon and Didcot day-crewing fire stations and the resilience appliance being trained and undertaking co-responding during the day time. This has been followed by Slade Park fire station undertaking this new skill and activity, providing co-responding cover 24 hours per day.

The project was successfully completed and all timelines were met. As a result we now have four whole-time appliances and two on-call cars (Thame and Henley) responding to co-responding incidents in partnership with SCAS.

As a result of this project we assisted in delivering vital medical care during 828 times of need across the trial areas. This success undoubtedly helped safeguard the people of Oxfordshire and also assisted our partners in the health service meet the ever rising demand for emergency care.

Project 2: Review adverse weather resilience arrangements with the emergency planning team and other partners

Following the successful integration of the Emergency Planning Unit (EPU) into OFRS a partnership review of all of our adverse weather plans was undertaken. All relevant policies, procedures, guidance and practices were reviewed to ensure we have effective resilient plans which mitigate against the risks within the Local (Thames Valley) Resilience Risk Register through county, district and local areas.

This includes a comprehensive city flood prevention planning system and testing of new equipment designed to keep the economy of Oxfordshire and specifically the City of Oxford thriving through maintaining transport links, while at the same time protecting property both domestic and commercial. This project has now been successfully completed and closed.

This has provided us with strong, resilient and robust plans to equip us to deal with future adverse weather events, through a multi-agency response.

Project 3: Trial emergency cover review recommendations in the Carterton area

This project has now been incorporated into the main Carterton build and workforce development project detailed below. The whole-time resilience appliance based at Bampton Fire Station provides strategic fire cover for the west area.

Project 4: Identify opportunities to work with partners to improve health, safety and wellbeing in local communities

The aim of this project was to identify opportunities to formalise work with partners and, in particular, public health to improve health, safety and wellbeing in local communities.

The project has engaged public health with the activities of OFRS and how we can work more closely together to identify health concerns and raise awareness of health issues with Oxfordshire's most vulnerable residents. The project was successfully completed. As a result our new Safe and Well visits include advice on alcohol and substance misuse, healthy eating and smoking cessation and there is a strong and ongoing working relationship with Public Health.

Other 2015-16 projects

Carterton Community Safety Centre

We have an ongoing project in the west of the county with the aim of addressing identified low response standards. In 2013-14 we undertook a detailed risk modelling exercise aimed at reviewing the strategic cover of our appliances. This identified lower than desired response standards to the west of the county. To ensure that we improve this identified shortfall a site for the Carterton Community Safety Centre has been agreed by the county council. This site is located on Monahan Way, Carterton. Fine tuning of boundaries to accord with proposed access requirements has now been agreed and the Section 106 agreement is in the final stages of negotiation between the developer hosting the site for the centre and legal teams.

Our priority is to provide a competent and safe workforce within the Carterton area and as a result we are developing and will implement a workforce development plan to ensure that we have a competent fire crew in place by the end of 2018. The local authorities, specifically the town council and local county councillors, are key stakeholders and we are continuing to engage with them on this project.

Provision of new Breathing Apparatus (BA) for Improved Firefighter Safety

The scope of the project was to replace the BA set provision (including cylinders and ancillary equipment) as a result of our existing equipment reaching the end of its serviceable life.

The new BA set was based on an agreed south east regional fire and rescue services specification with 300 bar cylinders to support the requirements of new National Guidance. The provision of this equipment enabled us to collaborate with our neighbouring fire services and seek out further interoperability efficiencies by reducing the requirement for spare sets of equipment.

This project was delivered within the project scope, on time and within budget.

Protective security

As part of the Governments UK Counter Terrorism Strategy 'CONTEST' the Cabinet Office has published The Security Policy Framework which outlines mandatory security policy requirements. We are working to ensure that we meet the criteria outlined within this. This project is ongoing.

Performance benchmarking

How do we compare to similar fire and rescue services?

We collect the same performance information as similar fire and rescue services covering similar communities. This allows us to compare our performance at the end of the year and share ideas to help each other improve.

The fire and rescue services in our group are Bedfordshire, Buckinghamshire, Cambridgeshire, Dorset, Durham and Darlington, East Sussex, Norfolk, Northamptonshire, Oxfordshire, Royal Berkshire, Suffolk, West Sussex and Wiltshire.

The family group average for each measure is shown by the blue line for the year 2015-16 and red line for 2014-15, on the following charts. The data from Suffolk FRS was not released at the time of this publication and is not included in the following charts.

Deliberate primary fires per 10,000 head of population

Oxfordshire is performing better than the family group average for the number of deliberate primary fires. We have a strong partnership with Thames Valley Police which tackles arson across the region.

Number Of Deliberate Primary Fires (Excluding Deliberate Primary Fires In Vehicles) Per 10,000 Population
Cumulative Quarters at Quarter 4 (2014/15 vs 2015/16)
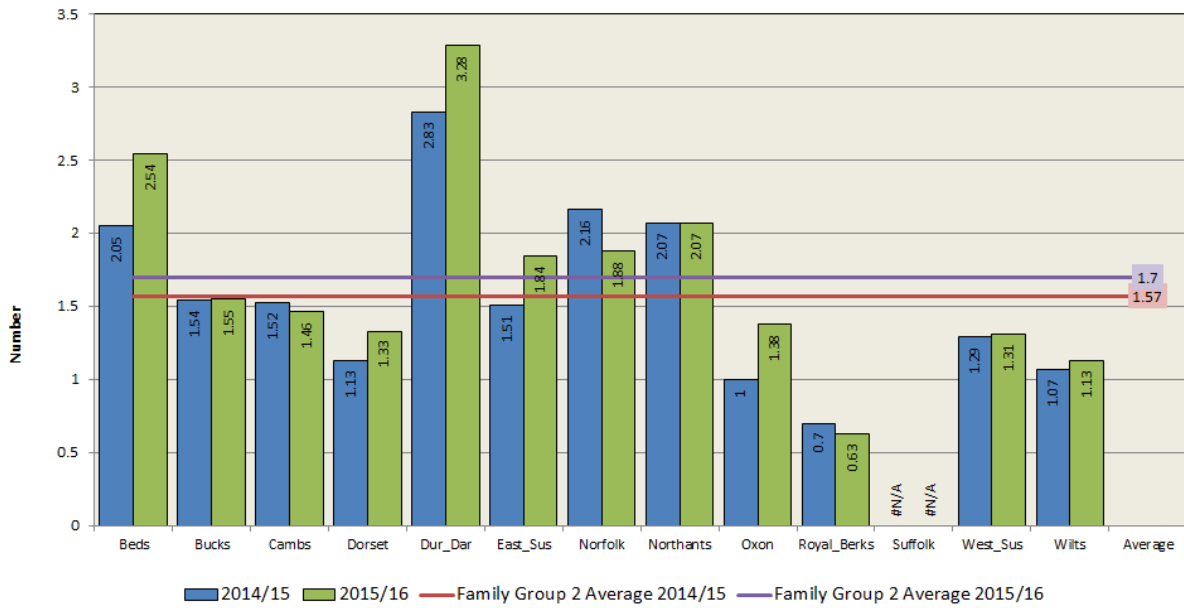
Total number of primary fires per 100,000 head of population

Our total number of significant (primary) fires is below the average for the family group.

Total Number Of Primary Fires Per 100,000 Population
Cumulative Quarters at Quarter 4 (2014/15 vs 2015/16)

14
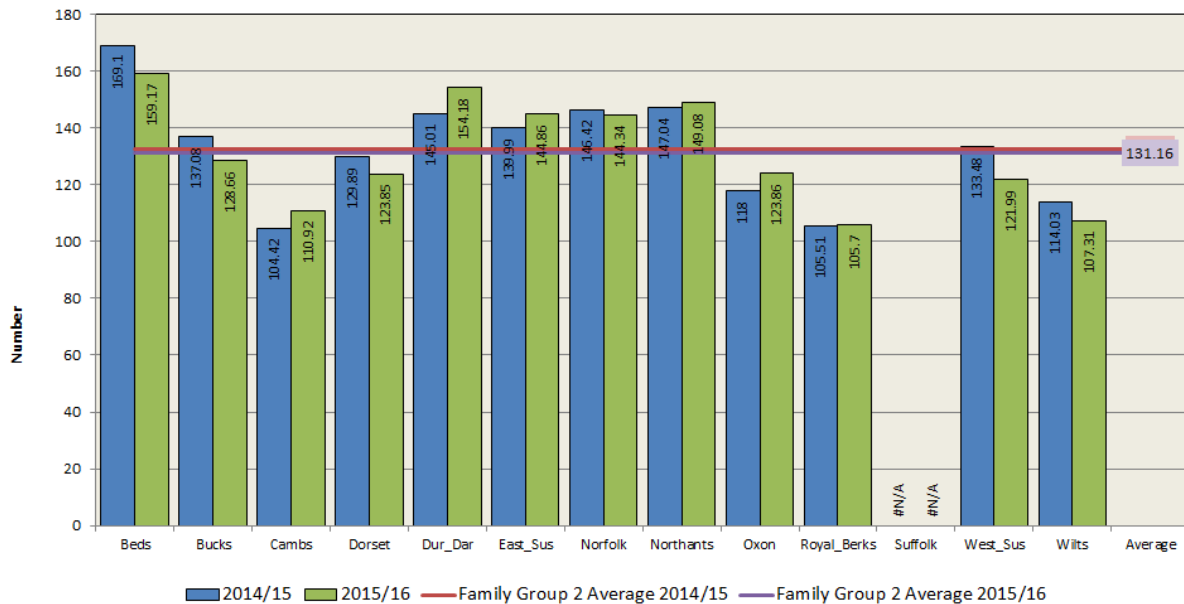
Accidental fire deaths (in dwellings)

Unfortunately there were two fire deaths in the county during this period. Any loss of life is a tragedy, yet the performance measure we set ourselves of no fire deaths will always be challenging.

Deaths Arising From Accidental Dwelling Fires Per 100,000 Population
Cumulative Quarters at Quarter 4 (2014/15 vs 2015/16)
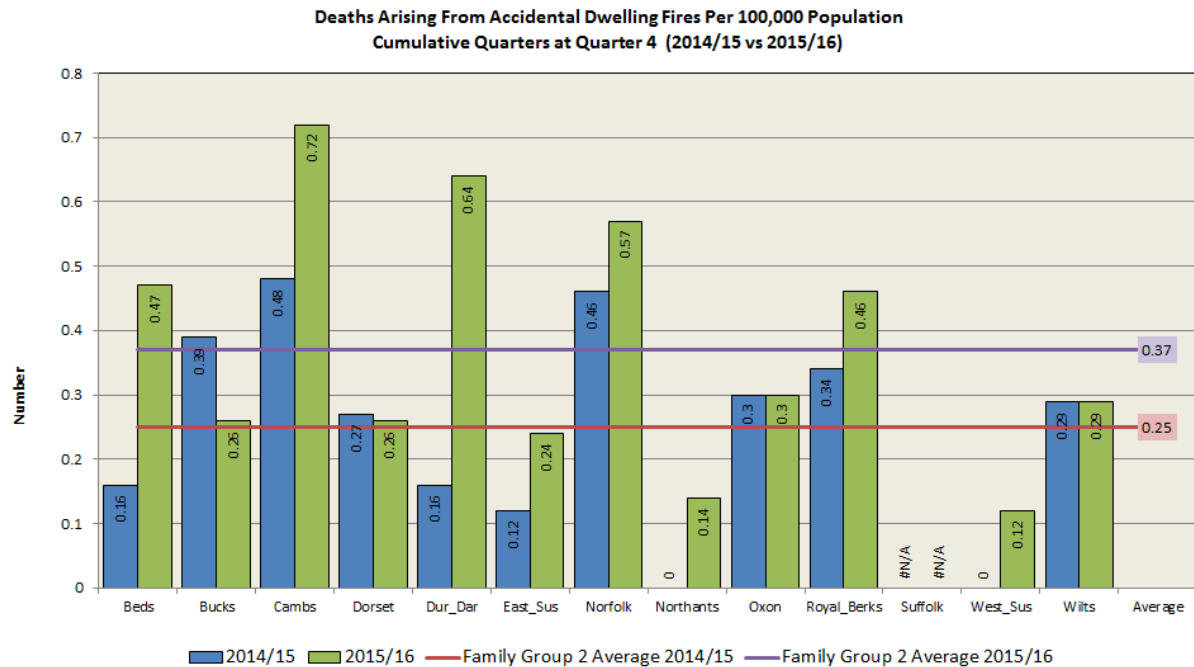
Number of injuries arising from accidental dwelling fires

Oxfordshire has less than the average number of injuries caused in accidental dwelling fires for its group. However we recognise the need to continue to deliver safety and fire prevention work to reduce the number of injuries that occur further.

Injuries (Excluding Precautionary Checks And First Aid), Arising From Accidental Fires In Dwellings Per 100,000 Population
Cumulative Quarters at Quarter 4 (2014/15 vs 2015/16)

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15
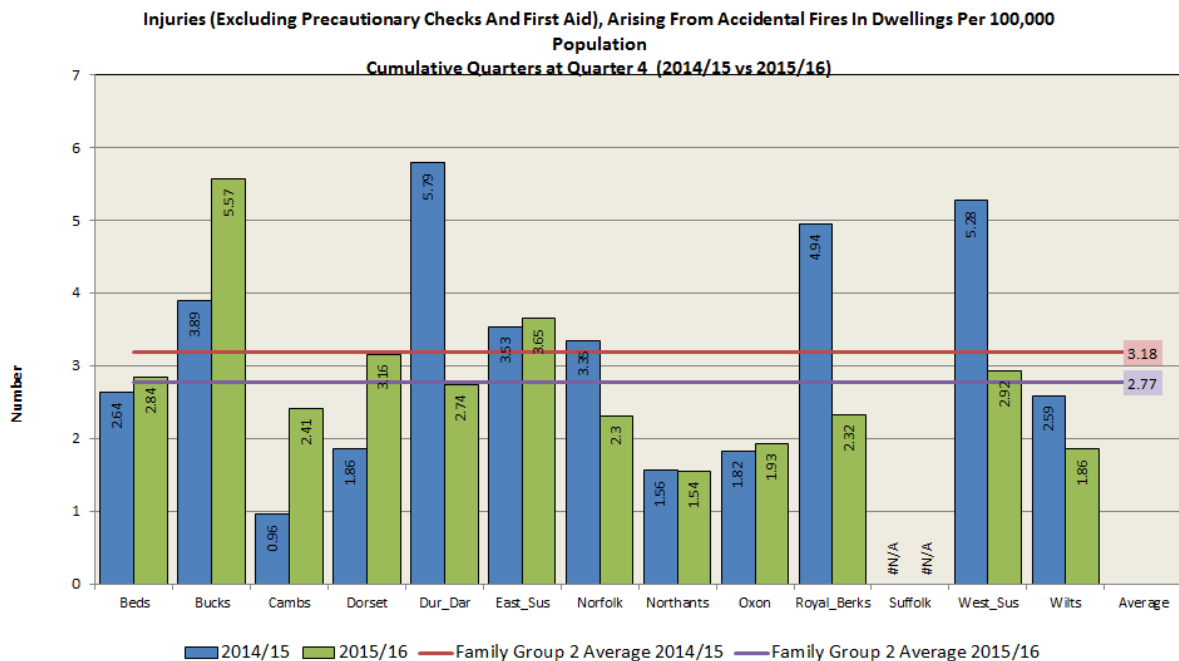
False alarms caused by fire detection systems

False alarms in non-domestic properties will cause disruption to businesses and can divert fire and rescue service resources away from life threatening calls. We will work with businesses and advise them how to reduce these alarms while still maintaining the required level of fire safety.

Oxfordshire has fewer false alarms caused by fire detections systems than the average for the family group and we will continue to drive these down. We have an Unwanted Fire Signals Policy which is designed to reduce the impact of unwanted calls generated by automatic fire detection systems. We achieve this by adopting a policy of non-attendance in respect to fire signals generated from automatic fire alarm systems unless there is a confirmed fire, except in certain circumstances.

False Alarms Caused By Automatic Fire Detection Per 1,000 Non Domestic Properties
Cumulative Quarters at Quarter 4 (2014/15 vs 2015/16)

Location	2014/15	2015/16
Beds	58.94	48.15
Bucks	68.49	58.84
Cambs	52.64	56.48
Dorset	22.57	27.6
Dur_Dar	41.74	39.48
East_Sus	53.07	53.92
Norfolk	18.8	13.32
Northants	10.67	9.79
Oxon	32.52	51.63
Royal_Berks	42.15	30.5
Suffolk	#N/A	#N/A
West_Sus	64.45	51.56
Wilts	28.03	32.19
Average		39.46

Family Group 2 Average 2014/15; Family Group 2 Average 2015/16

Customer satisfaction

Customer Satisfaction Survey

A survey is sent to everyone who has an incident in their home or business. The survey asks a number of different questions about both our control room staff and the firefighters who attend their incident.

The service uses an external company to collate the completed surveys and they compare what people thought of our performance with that of twelve other fire and rescue services. The results are studied to identify areas where we can improve our services and areas we are performing well in.

The survey results are scored between zero and 100. A score of 100 means that everybody was very satisfied with the service, a score of 75 would mean that everybody was fairly satisfied with the service. Results that are between 75 and 100 would mean that the majority of people were either fairly satisfied or very satisfied.

Summary of survey results 2015-16

- Oxfordshire was ranked in the top three for 10 of the 24 indicators, and was ranked top in five cases.
- 99 per cent of people were satisfied overall with their initial contact with our control staff in dealing with the emergency involving their home. TVFCS scored high and ranked within the top four for every measure, with staff being polite, helpful, efficient, reassuring and informative.
- 98 per cent said they were satisfied in being kept informed during the emergency at home.
- 100 per cent of people confirmed our firefighters were helpful, efficient and polite in dealing with the emergency involving their home.
- 99 per cent of people were satisfied that firefighters were informative on scene throughout the emergency involving their home, and satisfied overall.
- 71 per cent of people thought we arrived quicker or as expected to an incident in the home.

The survey also identified that after the incident we could improve our performance further in ensuring that we always offer people safety advice and give them information to help them get back to normal after the emergency. As a result we put in place an action plan to ensure crews offer additional advice following incidents.

Complaints

During 2015-16 OFRS received two formal complaints. Both complaints were relating to inappropriate driving and one was upheld and dealt with through the discipline procedure.

We also received three informal complaints. Two related to Children in Need activities causing traffic issues. One was relating to inappropriate language from an employee which was dealt with through the discipline procedure. All the complaints were dealt with to the satisfaction of the complainants, OCC and the Chief Fire Officer.

Customer Service Excellence

Customer service continues to be at the core of our fire and rescue service. We have maintained our Customer Service Excellence (CSE) Award by hard work and commitment. The award is a government backed standard that demonstrates how much the organisation continues to focus its activities effectively on meeting the needs of the people of Oxfordshire.

It focuses on five main areas: customer insight, organisational culture, delivery, timeliness and quality of service, as well as information and access to that information.

During the inspection in March 2016, we were praised for a tangible can do attitude amongst staff who actively look for opportunities to impact positively on the lives of people in Oxfordshire.

We also received special mention for demonstrating that we learn from good practice identified both locally and nationally and publish examples on OCC intranet.

Our employees

Investors in People Award 2014-17

We are proud to hold our Corporate Investors in People Award, which shows that we value our staff and their development, and the assessment feedback will be used continuously to improve our culture. This follows a review and re-accreditation in 2014, when external assessors spoke to around 200 staff from across OCC.

OCC Choice Awards 2015

Customer Focus Award – Carol Mackay EPU
Carol was the Duty Emergency Planning Officer on the evening of the Randolph Hotel fire and attended the incident to see what the team could do to support fire and rescue and the guests of the Randolph Hotel.

Enthusiasm Award - Andy Ford, Retained Station Support Officer
Andy has taken his role in the community to the limits; he works with the local communities in Thame and also with the public across Oxfordshire to make them safer.

One Team – The Supplies Team
Alex White, Ben Fouracre and Theresa Rooney were highly commended.

British Empire Medal (BEM)

Watch Manager (WM) Charlie Williams from Burford Fire Station was awarded the British Empire Medal (BEM), a part of the Queen's birthday honours, for his dedicated service and efforts in improving safety in the community.

WM Williams said the news was "completely out of the blue" and added it was a "real bonus" for doing a job he loved. He would like to extend his extreme thanks to his family for all the support given to him over the many years.

WM Williams has served with OFRS for 38 years and joined to follow in the footsteps of his father, Charlie senior, and his uncles who were also firefighters.

Staff

At the end of March 2016 there were a total of 229 whole-time firefighters and 77 support staff. We also had 321 people working as on-call firefighters in Oxfordshire's local communities.

Attendance and sickness

The number of work days lost to sickness from all of our staff continues to be one of the lowest of the county council with an average of less than 1.69 days (per quarter). We believe this is because our staff are well motivated and are proud to work as part of the fire and rescue service and our managers effectively use our absence management procedure:

- Quarterly average for days lost to sickness per fulltime equivalent (FTE) OFRS staff member (not including on-call) is 1.69 days lost to sickness, which is comparable to 2014/15 figures. This is below the OCC average of 1.84 days lost to sickness.

- Yearly total for days lost to sickness per FTE OFRS staff member (not including on-call) is 6.75 days average lost to sickness, (OCC 7.34 days per FTE).

The Fire Fighters Charity

Our continuing work with the Fire Fighters Charity helps in reducing the impact of illness and injury of every one of our staff. The service is consistently the highest per head of workforce fundraiser in the UK. In 2015-16 we raised £110,614 in aid of the charity through fundraising events and on station clothing banks, lotteries and regular giving programmes. The money we raised assisted the charity in helping 63 beneficiaries.

Equality and inclusion

Equality and inclusion is a fundamental part of everything we do both with our delivery of service to the community and in the employment and retention of our staff. Our inclusion strategy contributes to the overall achievement of our statutory duties and stated goals.

We continually review our performance against the Equality Act 2010, the OCC Equality Plan and the Equality Framework for Fire and Rescue Services. To demonstrate how we are achieving our stated aims, we produce case studies on how this is being achieved and embedded into our everyday work.

Finance

Our budget for 2015-16

The final total spend for OFRS for 2015-16 was £25,744,813.

Expenditure per head of population

The cost of providing the fire and rescue service in 2014-15 was approximately 10p per day for each person within Oxfordshire.

The cost per head of population for 2014-15 was £38.62 compared to the average cost of:

- South east region fire and rescue services - £40.05.
- Family group fire and rescue services - £38.02.
- All English fire and rescue services - £40.46.
- County council fire and rescue services - £38.59.

Expenditure per member of staff

We provided a service at a cost of £44,125 per member of staff in 2014-15 compared to the average cost of:

- South east region fire and rescue services - £48,706.
- Family group fire and rescue services - £45,902.
- All English fire and rescue services - £47,372.
- County council fire and rescue services - £42,218.

Expenditure per incident

Our overall expenditure against the number of incidents we attend is £5,106 per incident in 2014-15 compared to the average of:

- South east region fire and rescue services - £4,796.
- Family group fire and rescue services - £4,461.
- All English fire and rescue services - £4,667.
- County council fire and rescue services - £4,589.

The number of incidents in Oxfordshire decreased from 5,371 in 2013-14 to 5,087 in 2014-15, therefore our cost per incident has increased.

Note: Financial data is taken from the CIPFA Fire and Rescue Statistics 2014-15, as CIPFA 2015-16 statistics are not currently available.

Fire protection and business safety

On behalf of Oxfordshire County Council Fire Authority, OFRS have a statutory responsibility to undertake and enforce certain pieces of fire protection legislation within the county. The strategic aim is to make Oxfordshire a safer place, by reducing as far as possible, the risks and economic costs of fires and other dangers, without imposing unnecessary burden upon local businesses.

Delivery of this aim is achieved by enforcing fire protection legislation and providing support and assistance to businesses to enable them to provide a safe environment for their employees and customers.

The main legislation we enforce is the Regulatory Reform (Fire Safety) Order 2005. We also enforce the following regulations made under the Health and Safety at Work etc. Act 1974:

- The Dangerous Substances (Notification and Marking of Sites) Regulations 1990.
- The Health and Safety (Safety Signs and Signals) Regulations 1996.
- The Construction (Design and Management) Regulations 2015.

Our enforcement activities adhere to the principles of better regulation contained in the Enforcement Concordat and Regulators' Code and we aim to support businesses and other responsible persons through education and the provision of advice and guidance. Where it is absolutely necessary, we will take enforcement action and will consider prosecution only where it is in the public's best interest.

One of the key goals of OCC and Oxfordshire Local Enterprise Partnership (OLEP) is to promote business which helps generate a thriving local and national economy, all of which OFRS actively seeks to support.

Our Protection Services consist of the Fire Protection and Business Safety Team and Trading Standards.

The Fire Protection and Business Safety Team provide for the enforcement of fire safety legislation, namely the Regulatory Reform (Fire Safety) Order 2005. This team works with businesses proactively to protect Oxfordshire's world class economy, its communities and its environment by reducing the incidence of fire and other emergencies and their consequences.

During the last 12 months formal amalgamation and associated efficiency sharing across Fire Protection and Business Safety Team and Trading Standards has continued to grow. In future OCC overall will be able to demonstrate cost savings to

the tax payer and a possible reduction in the duplication of impact and effort upon businesses due to fewer independent visits.

We operate a centralised system in relation to delivery, with a small Fire Protection Support Team tasked with the provision of technical, policy and physical support to three teams located in the OFRS fire risk areas. Trading Standards operates from a single base in Oxford.

The emphasis of the central Fire Protection and Business Safety Team is the development of policy and procedures to respond to area needs and meet emerging requirements from external sources. Activities encompass the provision of policy, procedural guidance and technical standards, on-site support to staff and assistance with implementation of this across the whole range of legislation based fire protection activities. This includes writing policy and procedures for all fire and rescue services within the Thames Valley under a memorandum of understanding.

An overarching aim of the team is to ensure that the enforcement activities of OFRS are fully committed to supporting businesses within Oxfordshire and enabling business and commerce to prosper.

Area teams are tasked with the day to day work of providing direct advice and assistance to the business community in relation to fire protection matters, as well as carrying out fire safety audits and enforcing fire protection legislation. We are required to comply with the Regulator's Code which provides a principles-based framework to govern how regulators should engage with those they regulate. An integral element of compliance is the publication of our performance figures in relation to our service standards.

In 2015-16 we met our regulatory service standards by responding to all serious alleged fire safety contraventions within one hour and by responding to all Building Regulations consultations within 15 days. During this period we responded to 57 alleged contraventions and 703 Building Regulations consultations.

Risk based inspection programme

We use a risk-based system to decide which businesses we will inspect. Our system uses data and guidance from national sources together with local intelligence and knowledge. It identifies trends in location and types of fire and considers the vulnerability of community groups. This system ensures that our greatest effort is directed at businesses which could pose a serious threat to people's safety and where there is the greatest likelihood that they are not complying with the legislation.

In 2015-16, our area based fire safety inspectors carried out 419 fire safety audits (a 23 per cent increase compared to 2014-15). This resulted in a requirement to improve fire protection arrangements in 50 per cent of cases.

In addition to this, area based fire safety inspectors carried out a further 703 statutory building regulations consultations, 445 consultations for organisations such as OFSTED and local licensing authorities (a 50 per cent increase compared to 2014-15), as well as a further 1,311 fire safety activities to prevent fires, boost economic growth and drive down the risk to the people of Oxfordshire.

Rate of fire incidence in non-domestic buildings

One of the principal aims of fire safety enforcement is to reduce the number of fires in buildings where the Regulatory Reform (Fire Safety) Order 2005 applies, with a view to reducing the economic cost of fire to the Oxfordshire and UK economy.

Data for the last five years is shown below, illustrating the overall downward trend in non-domestic building fires in Oxfordshire to 147 in 2015-16.

Number of non domestic building fires
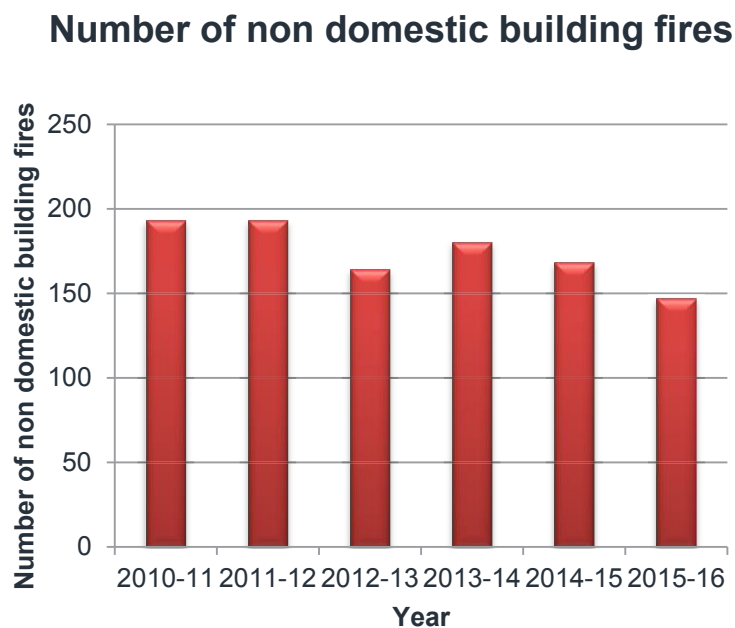
Activities

In 2015-16 we made contact with 2,445 properties in Oxfordshire, which equates to 12.4 per cent of the rate-paying non-domestic properties within the county. This is a steady increase compared with 5.98 per cent in 2009-10. These contacts may be in the form of:

- A formal in-depth fire safety audit.
- An inspection.
- The provision of advice.
- Business education.

We use a targeted approach when carrying out fire protection activities and ensure all dealings with properties are relevant and proportionate to the risk we perceive the property presents to the community. This targeted approach has resulted in a reduction in the number of fire safety audits and inspections we undertake, with a commensurate increase in the proportion of premises found to be unsatisfactory.

Prohibition Notices

If we discover a situation where we deem that people are at imminent risk of death or serious injury in the case of fire, then we exercise our powers to prohibit the use of the premises. Such restrictive action is not something that OFRS takes lightly, but if necessary we will always carry that out.

During 2015-16, we issued 13 Prohibition Notices to a variety of premises across the county, most of which, related to the prohibition of sleeping use on the upper floors. This resulted in seven successful prosecutions of the responsible person (the company) and persons having responsibilities e.g. for or control of the premises.

Trading Standards

The Trading Standards Service administers over 200 Acts or sets of regulations which the county council has a duty to enforce. These statutes form the main elements of the consumer protection framework and include those relating to:

- Consumer product safety.
- Fair trading, including controls on descriptions applied to goods and services supplied to consumers and pricing legislation.
- Food labelling, safety and food chain integrity, including food hygiene at some establishments.

- Animal disease control and rules concerning livestock feed and disposal of animal by-products.
- Age restricted products.
- The provision of consumer credit.
- Consumer rights e.g. information that must be provided to consumers in certain circumstances.
- Weights and measures.
- Explosives and petroleum licensing and storage.

In addition, the service also enforces some legislation that the local authority has the power to enforce, including:

- Livestock animal welfare.
- Some aspects of consumer rights legislation.
- Road weight restrictions.
- Performing animal controls.

Much of the capacity of the service is invested in fulfilling these duties, mainly through investigating suspected breaches of this legislation (e.g. suspicions based on complaints received about businesses in this area). It also provides business advice and support to assist local businesses to meet the requirements of consumer law.

In addition, the service undertakes a range of community education and advice initiatives aimed at helping people understand their rights or avoid becoming victims of crime or to promote wider public safety.

For examples, the service organises an annual quiz for young people with learning disabilities called the Consumer Challenge Quiz. It supports the Junior Citizens Trust programme, arranges the annual programme of electric blanket testing, and regularly attends community events. It also provides focussed support to vulnerable consumers who have been identified as victims of scams or who require help to exercise their rights.

The service operates on an intelligence led basis, reviewing information and intelligence to identify the issues that present the most significant risks to consumers and businesses and allocating resources to address these risks.

National Trading Standards (a Department of Business, Innovation and Skills Board), has published an intelligence operating model setting out organisational arrangements applying at local authority, regional and national level which provide an integrated framework for allocation of resources at each of these levels.

Our Performance

There were a number of notable achievements for the Trading Standards Service in 2015-16. These included:

- The successful conclusion of a major investigation into the activities of a solar energy business which resulted in a five week Crown Court trial.
- Supporting a multi-agency action against the supply of new psychoactive substances in Oxfordshire, including taking action to end the open supply of these products through shops in Oxfordshire.
- Responding to 819 requests for advice and support from businesses.
- Completing 290 inspections of sites where petroleum or explosives are stored.
- Continuing to make contact with suspected postal scam victims following referrals from the National Scams Hub.
- Recruiting the new South East Regional Intelligence Analyst following a decision that this position would be hosted by OCC.
- Providing and promoting business and consumer information on major changes to statutory consumer rights, including arranging business workshops on the legal changes.

A full analysis of the Trading Standards Service workload and performance is published annually in the Trading Standards Service business plan. There are two main performance measures that are monitored corporately through the year.

- Money saved for consumers as a result of our interventions: £277,338
- High risk business inspections completed (target 100%): 99 per cent.

Gypsy and Traveller Service

Oxfordshire and Buckinghamshire Gypsy and Traveller Service attend unauthorised encampments in the county and manage the six OCC owned permanent Gypsy and Traveller sites. The team also provides Gypsy and Traveller Services to Buckinghamshire County Council, Brent Housing Partnership and Ealing Council under contract.

Key achievements for the team in 2015-16 include:

- Responding to and resolving 23 unauthorised illegal encampments arising during the year involving a total of 107 caravans.
- Introducing Safe and Well visits to all residents of OCC owned sites to improve fire safety following two fires on the sites in the previous year.

- During 2015-16 the contract to manage the Brent Housing Partnership Traveller Site was extended by a year reflecting, good performance by the team over the life of the contract.
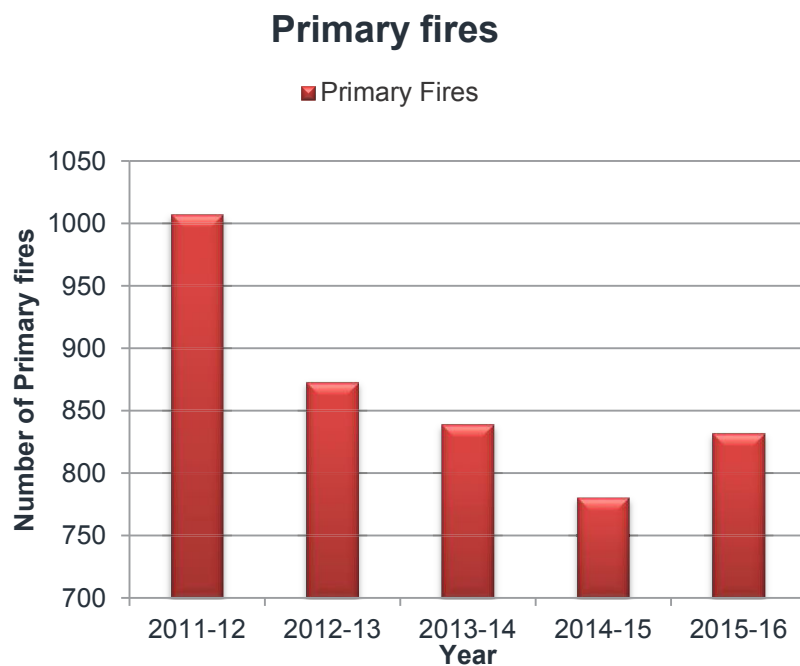
Prevention

Fire statistics

Total number of primary (significant) fires

Last year there was a slight increase in the number of primary fires across Oxfordshire from 780 to 832 in 2015-16. The general trend since 2011 has seen a significant drop in the number of primary fires in Oxfordshire.

To enable us to be more effective at reducing the likelihood of these incidents occurring, we are expanding our network of partners and developing relationships to ensure that we are able to identify and engage with residents for whom the risk of fire is greatest.

Our relationships with our partners in Social Services, Public Health, SCAS and Thames Valley Police (TVP) continue to add significant value towards our engagement in the community, especially with those who are most vulnerable.

Primary fires

■ Primary Fires

Fire deaths

In 2015-16 two people died in Oxfordshire as a result of accidental fires in their homes. Our efforts in fire prevention will always strive to achieve zero fire deaths across the county of Oxfordshire.

We continue to work closely with our partners to identify and target those most at risk from dying as a result of a fire, and we dedicate our resources to reduce their risk. These closer working relationships support a multi-agency approach to prevention.

Accidental dwelling fire deaths over last five years
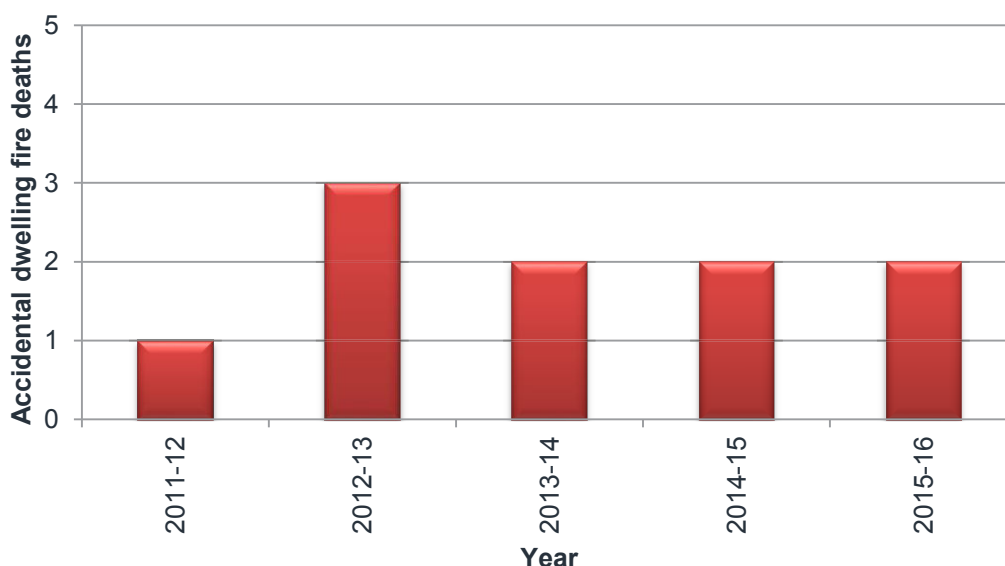
Injuries caused by accidental fires in the home

The number of people who have suffered an injury as a result of a fire in their home in 2015-16 was 13. We will continue our positive prevention and safety education work with an aim of further reducing this number.

Through analysis of the incidents that we attend and through closely forged links with our partner agencies, we attempt to identify the key at risk groups within our society. This enables us to target our prevention campaigns where they will have the most effect and allows us to ensure we have delivered the right safety advice or assistance to those most at need.

Our firefighters are highly trained and well equipped to deal with fires quickly in order to reduce further the number and severity of injuries. The capability of all crews has now been enhanced with the introduction of co-responder and First Person on Scene medical training which ensures we can deliver the best quality care to those in need before handing over to our colleagues in SCAS.

Number of people injured by accidental fires over last five years

■ No. of people injured by fire
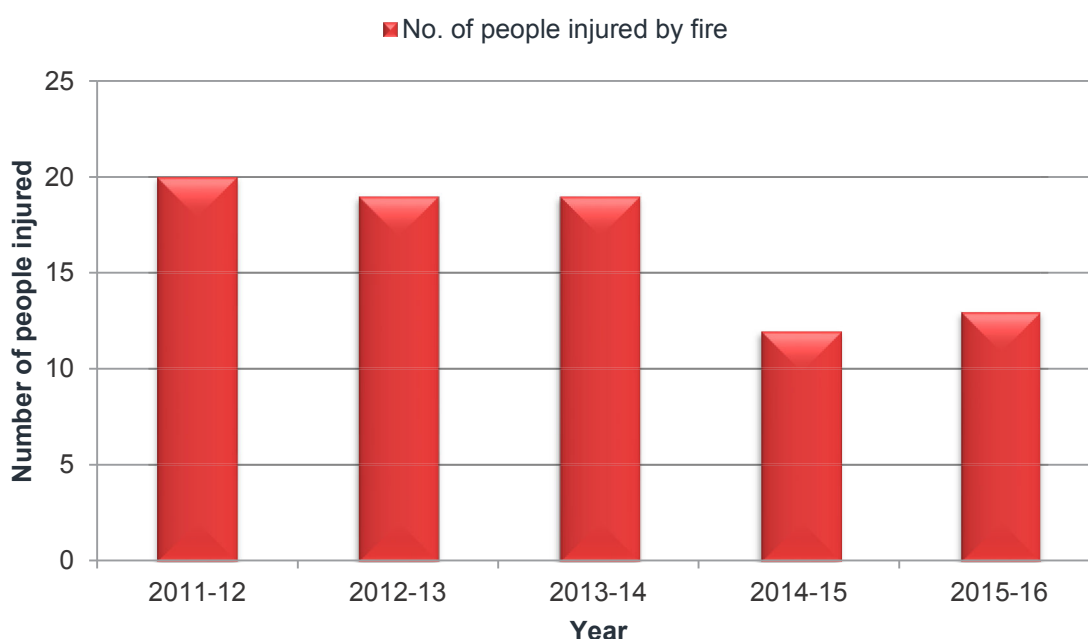
Arson

Arson has the potential to be a serious crime and we work in close partnership with TVP and the district Community Safety Partnerships (CSPs) to reduce and investigate effectively all arson incidents that occur in local communities.

In the past year there has been a slight rise in deliberate fires, but through sharing information with our partner agencies and by analysis of intelligence we have created joint initiatives to combat deliberate fire setting.

We have also successfully used our professional fire investigators to support police investigations, and through joint working such as this we have assisted in a number of successful convictions for this type of crime.

Our efforts within the field of arson prevention support the police arson model by engaging with the four strands: prevention, education, detection and investigation.
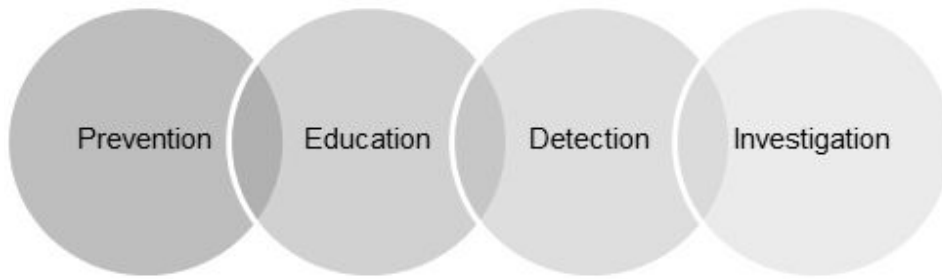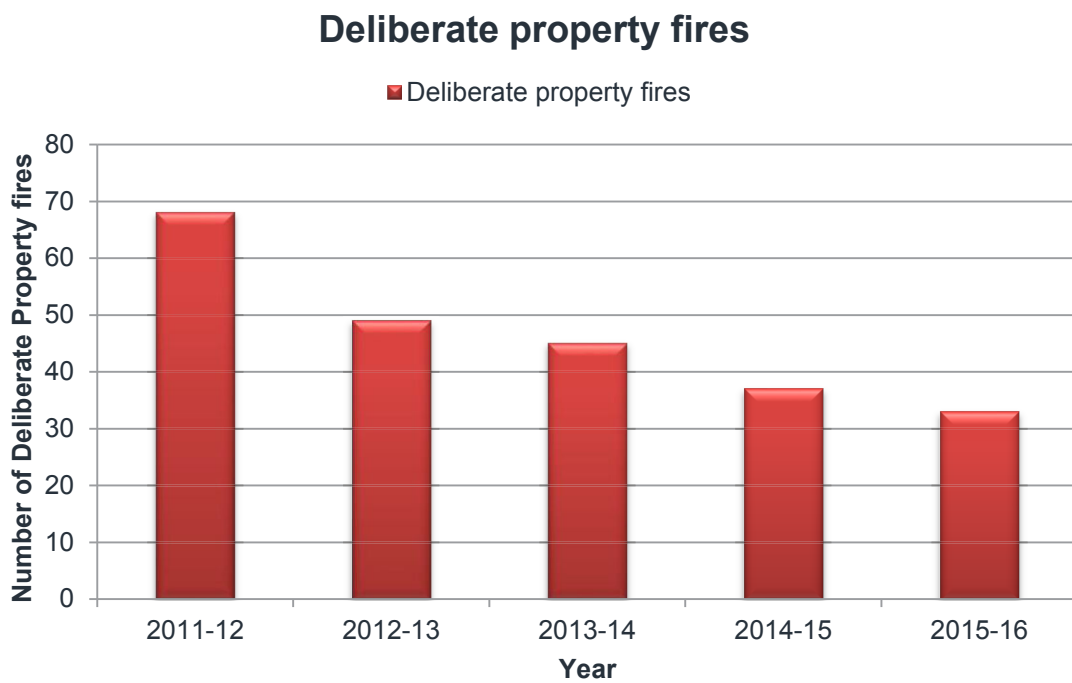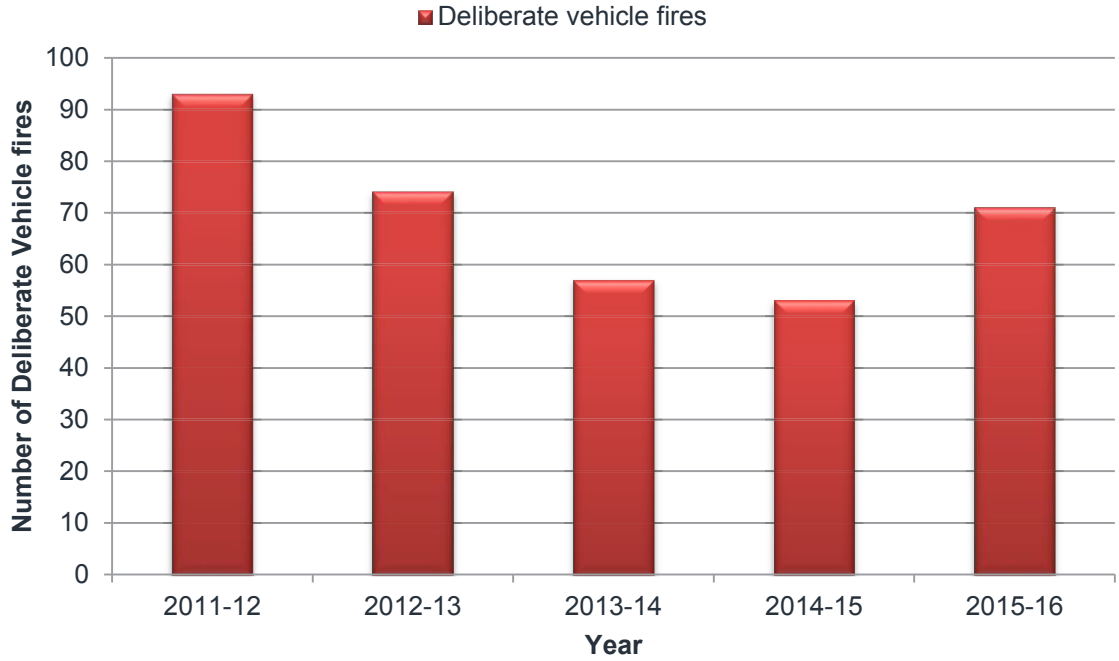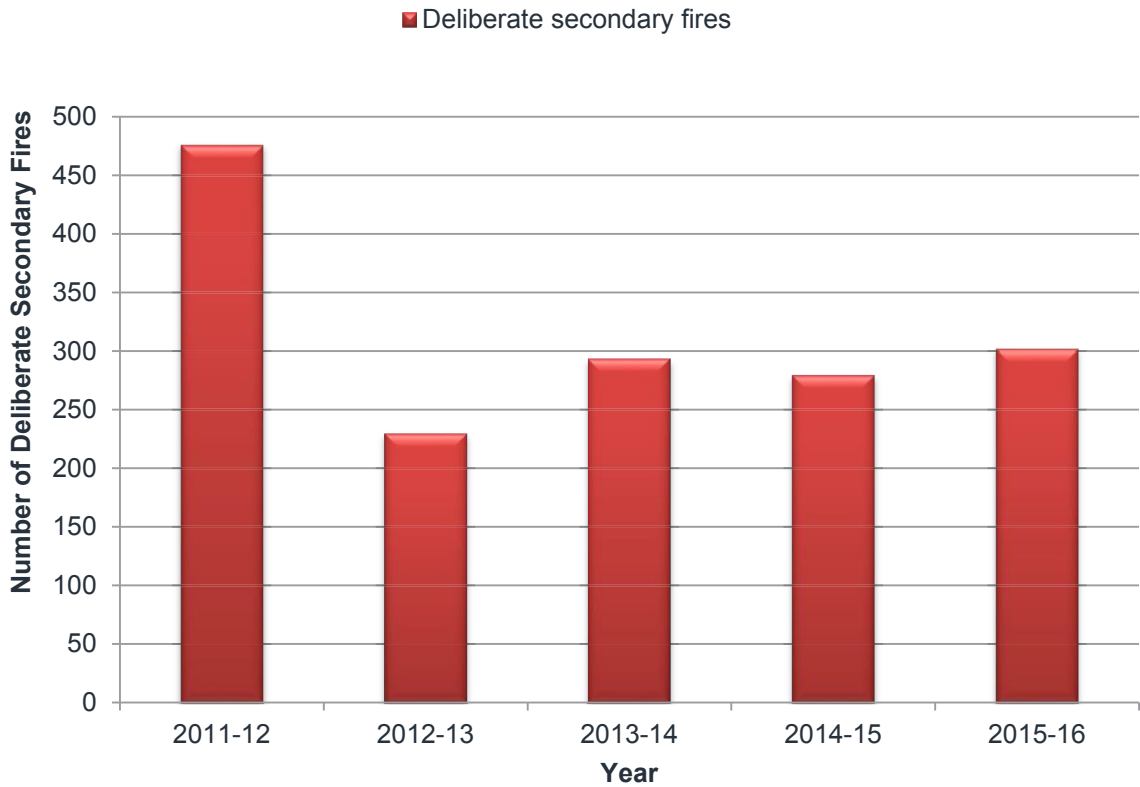
Figure 1: Four strands of Arson Prevention work

Deliberate property fires

■ Deliberate property fires

31

Deliberate vehicle fires

Deliberate vehicle fires

Bar chart titled "Deliberate vehicle fires" with vertical axis labelled "Number of Deliberate Vehicle fires" (0 to 100) and horizontal axis labelled "Year". Values by year: 2011-12 ≈ 93, 2012-13 ≈ 74, 2013-14 ≈ 57, 2014-15 ≈ 53, 2015-16 ≈ 71.

Deliberate secondary fires

Deliberate secondary fires

Bar chart titled "Deliberate secondary fires" with vertical axis labelled "Number of Deliberate Secondary Fires" (0 to 500) and horizontal axis labelled "Year". Values by year: 2011-12 ≈ 475, 2012-13 ≈ 228, 2013-14 ≈ 293, 2014-15 ≈ 278, 2015-16 ≈ 302.

Home and Community Safety

2015-16 has seen our efforts continue across the county in a bid to prevent the occurrence of fires and other serious events. Recently, Public Health became part of OCC which has led to stronger working relationships. This has enabled OFRS to provide a broader range of prevention services linked to the county-wide health, wellbeing, preventing radicalisation, exploitation and community resilience agendas.

Providing advice to promote fire safety in the home continues to be a cornerstone of our strategy to support communities, and this year saw us carry out visits to 3,478 households across Oxfordshire. These visits have continued to evolve and they now encompass elements of Health, Wellbeing and crime awareness to embrace further the wider agenda under the name of Safe and Well Visits.

Information sharing agreements between services such as those created with Social Services and teams such as the Multi Agency Safeguarding Hub (MASH) have seen an increase in the intelligence gathered which enables us to target our resources and engage with the most vulnerable adults and children across our communities.

This approach to prevention by OFRS will help to reduce demand on other OCC directorate areas, such as Children, Education and Families and Social and Community Services by encouraging resilience and promoting independence within households.

Number of Safe and Well Visits carried out by OFRS and partners

33
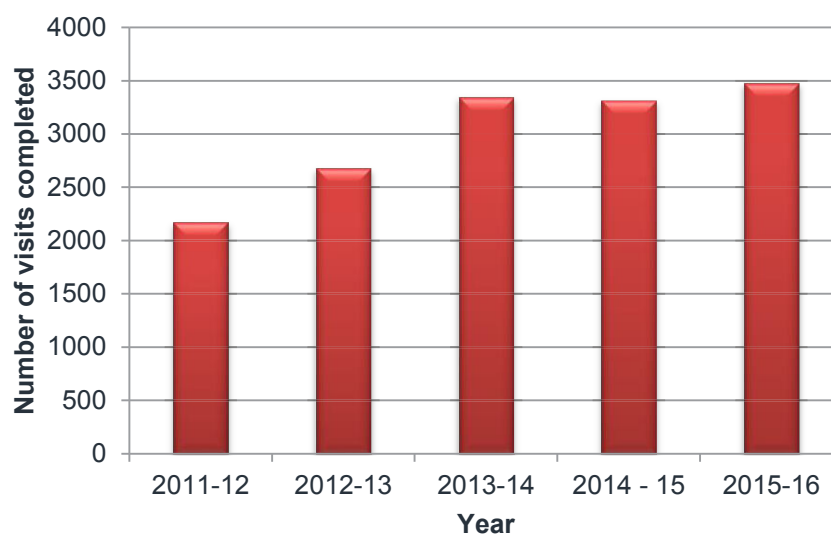
The numbers of smoke alarms fitted in the past two years has reduced because we have encouraged residents to utilise the facilities provided on the 365alive website. By completing their own Home Fire Risk Check, including the purchase of their own smoke alarms, this in turn has reduced the overall cost of smoke alarms provided by OFRS.

When fires do occur it remains vitally important to us that occupiers receive early warning and all our staff are encouraged to continue with the promotion of suitably installed smoke alarms.

To help achieve this OFRS provides many easy to use public facilities, including the 365alive.co.uk website, our official Facebook page Oxfordshirefireandrescueservice, our Twitter page OxonFireRescue and 365alive business cards.

Number of smoke alarms fitted by OFRS and partners
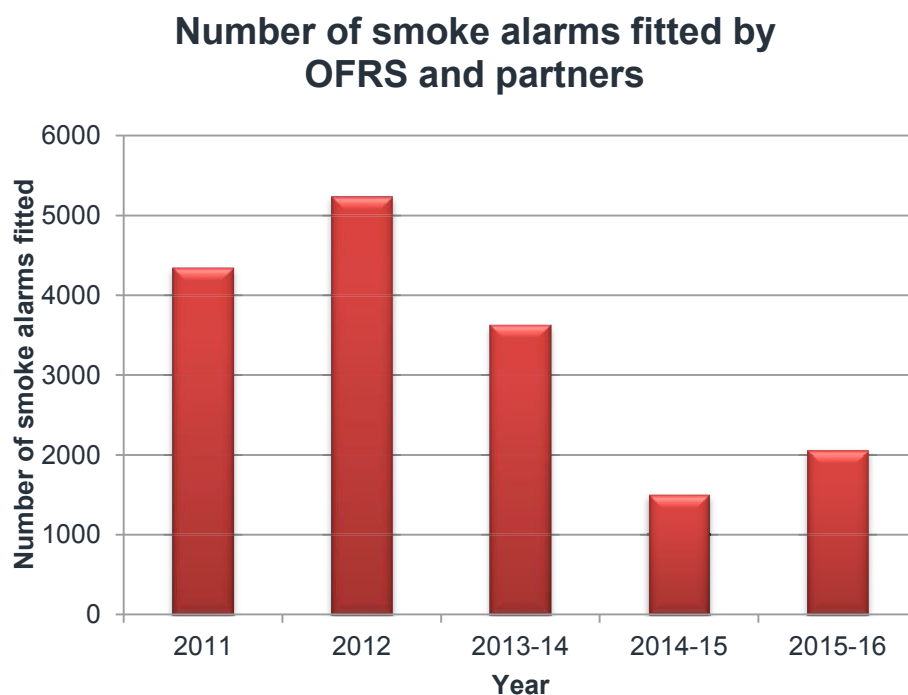
Education

Our initiatives to raise awareness and increase resilience start from a young age. From early year's education through to Key Stage 5 we continue to work with mainstream schools and after school clubs. With six Fire Cadet Units and our range of youth engagement projects we have engaged with 28,602 children in 2015-2016.

Fire crews and dedicated Home and Community Safety Advisors deliver a broad range of safety messages including fire, road, water and online safety with an overall underlying message that promotes respect, self-belief, team work and social responsibility.

Safeguarding

Through its participation in the Oxfordshire Safeguarding Adults and Children Boards, OFRS continues to support OCC Social and Community Services (SCS) in safeguarding the county's residents.

During 2015-16, OFRS became a virtual Partner in MASH and have responded to 3,236 requests for information. All requests for information have included the offer of a Safe and Well visit where appropriate.

Our staff continue to report confidentially any concerns they have regarding the safety of vulnerable children and adults, either at home or in the community. During this year we submitted 145 safeguarding alerts to OCC for further investigation, an increase on the previous year's total of 88. A further 32 were referred to our Home and Community Safety Advisors for in house visits.

This year has seen a new safeguarding information sharing process created with SCAS, meaning that where high fire risk is identified, OFRS is notified and carries out a visit as a result. This has resulted in 142 referrals to OFRS direct from SCAS.

OFRS Fire Cadets

Oxfordshire Fire and Rescue Service has six Fire Cadet Units that cater for a total of 75 children between the ages of 12 and18.

The cadets meet once a week to take part in a structured program of practical activities and technical sessions. This provides an opportunity for the children to build on their confidence and self-esteem through team work, physical activity and communication which brings benefits to them in their daily lives.

Going forward we will be focusing on including looked after children within this programme.

Junior Citizens Trust Oxfordshire

Since 1991 Junior Citizens has been freely available to all Year 6 mainstream school pupils. In 2015-16 the safety centre based at Rewley Road Fire Station in Oxford saw 5,860 Key Stage 2 children pass through its doors.

This immersive and interactive approach to learning about safety by experiencing risk creates a highly memorable learning event. They are taught a variety of life skills through different scenarios which focus upon how they can keep themselves and others safe, such as when near water, on the roads, at home or on the internet.

A successful Junior Citizens event is the result of a multi-agency effort with representatives from OFRS, Trading Standards, TVP, St John Ambulance, Chiltern Rail and Public Service students.

Road Safety

OFRS is responsible for promoting Road Safety, in accordance with Section 39 of the Road Traffic Act 1988. We share this responsibility with Environment and Economy, who have responsibility for road engineering, whilst we focus our casualty reduction activities on education, training and publicity.

We use intelligence from the NHS and TVP to identify those road users who are most at risk. The reason for doing this is that there can be a level of discrepancy between the two as not all accidents are reported to the police, especially if there are no serious injuries. The NHS data will diverge as they see more 'walking wounded' when people self-present following an incident. This is particularly prevalent in two wheeled modes of transport.

With the amalgamation of Trading Standards into Community Safety mid-term last year, we have begun to exploit their unique analytical capability through their intelligence manager to scrutinise accident data further. These mixed data streams give us a strong signal for trend spotting or targeted casualty reduction.

We have seen reductions in casualty figures over the past year. In Oxfordshire during 2015-16 TVP has confirmed that 23 people were killed and 312 seriously injured on our roads. This is compared to 26 people killed and 318 seriously injured in 2014-15.

Nationally, there has been a 3 per cent increase in all casualties but a 1 per cent decrease in killed or seriously injured (KSI) casualties. As we saw last year, motor vehicle traffic has also increased by 2 per cent across the same quarter of the previous year.

Number of fatalities at RTC's
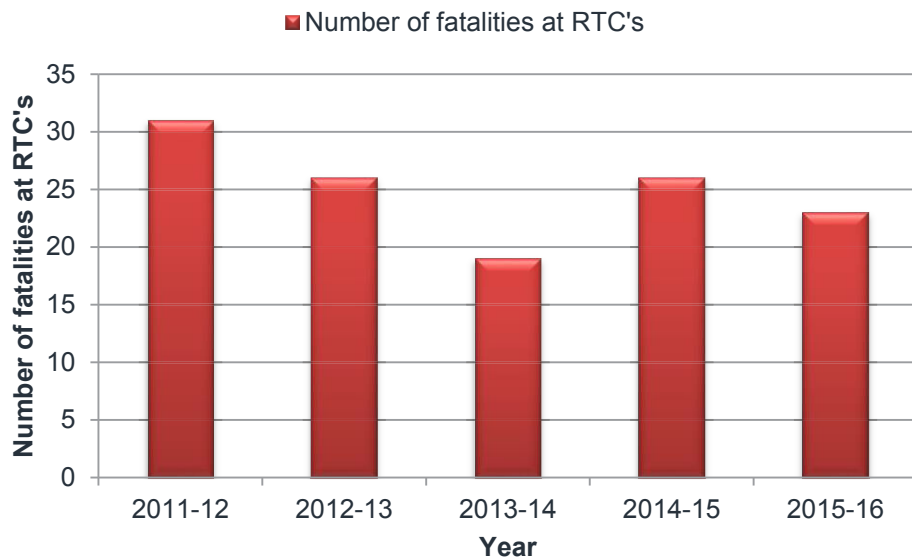
The number of deaths and serious injuries at road traffic collisions in Oxfordshire -
Thames Valley Police / NHS data

During 2015 we identified some emerging trends across two specific modes of transport: powered two wheelers (PTW) and pedal cycles. The period October 2014 to January 2015 saw a dramatic decline in KSIs for all modes, but we experienced a spike of KSIs for the two groups mentioned above during quarter 1 of 2015, with PTWs peaking higher than they have done since 2009.

We are currently working with the statisticians from Tarding Standards to identify both the locations of incidents and the origins of victims to be able to target these groups properly in 2016.

Response

Emergency response standards

In 2015-16 we responded to a total of 5,997 incidents, including the Thame co-responding car and calls over the border into other counties. Our average response time for 2015-16 was 7 minutes 9 seconds. This is a notable improvement, being 20 seconds faster than in 2014-15, primarily due to the new Thames Valley Fire Control Service (TVFCS) sending the quickest resource available.

In 2015-16 our average response times for the year exceeded our targets, with the first fire engine arriving within 11 minutes 88.6 per cent of the time, and within 14 minutes 96.3 per cent of the time.

Response standards monthly summary April 2015 – March 2016

2015-16 by month	Total emergency incidents in scope	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
April 15	234	187	79.91%	219	93.59%
May 15	378	337	89.15%	368	97.35%
June 15	366	329	89.89%	352	96.17%
July 15	445	387	86.97%	427	95.96%
August 15	389	346	88.95%	375	96.40%
September 15	372	326	87.63%	352	94.62%
October 15	380	332	87.37%	360	94.74%
November 15	449	397	88.42%	427	95.10%
December 15	381	345	90.55%	377	98.95%
January 16	391	360	92.07%	385	98.47%
February 16	375	334	89.07%	360	96.00%
March 16	437	393	89.93%	425	97.25%
Totals	4,597	4,073	88.60%	4,427	96.3%

These figures do not include the Thame co-responding car, which attended 209 calls.

Breakdown of response standards by district April 2015 – March 2016

Districts	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1,712	1,669	97.49%	1,701	99.36%
West	560	447	79.82%	522	93.21%
Cherwell	878	729	83.03%	828	94.31%
South	810	691	85.31%	776	95.80%
Vale	637	537	84.30%	600	94.19%

Historical Response Standards Data 2014/15 can be found in Annex A for comparison.

Factors affecting performance and risk mitigation

The ever growing traffic volumes and traffic calming measures, together with lower speed limits mean that fire engines are required to proceed at a reduced speed. With effect from April 2015 we have started to utilise an automatic vehicle location system (AVLS), which ensures that we know the precise location of every fire engine and can mobilise the quickest one irrespective of its home station.

In May 2015 Oxfordshire joined a collaborative joint control room with Milton Keynes and Buckinghamshire and Royal Berkshire Fire and Rescue Services. TVFCS is located in Calcot in Reading and mobilises fire and rescue assets across the Thames Valley. As a result of these changes, and with a fire control room that is equipped with the most up to date and modern equipment, we will always mobilise the quickest asset irrespective of station. For example, a fire engine travelling through the county on the way back from training may respond quicker to an incident than a fire engine at the nearest fire station.

We have well-rehearsed procedures for severe weather events. To date we have ensured a response to all life threatening incidents during these periods of disruption, and offered additional support to other OCC critical services where resources have allowed, such as providing 4 x 4 vehicles to transport care workers and using chainsaws to clear fallen trees from the county's roads. The integration of OCC EPU into OFRS has also enabled us further to support the communities.

With 18 of our 24 fire stations crewed by on-call personnel it continues to be a challenge to recruit and maintain on-call staff. This has meant that as a service we have had to take measures, to maintain cover in areas where the response may be affected. To do this we have fire engines that are crewed by whole-time staff members that can be deployed to an area to maintain the response standards, this allows us to use our fulltime staff more effectively on a day to day basis. A resource management team within the service ensures that on a day to day basis the service's response standards can be maintained by using staff flexibly.

Station Commanders continue to review and improve their on-call station availability and response by using new and modern ways to recruit and communicate with the wider community (the use of social media is an example of this). This is contributing to improved attendance times and availability.

Local managers and the Strategic Leadership Team (SLT) carry out regular performance reviews against the agreed response times. The data is analysed to establish the reason behind any under-performance. Local issues are addressed and the actions recorded on our performance monitoring systems. Where a more strategic approach is required the issue is raised to SLT and fundamental reviews are undertaken. Our response targets remain stretching to ensure that we maintain our focus and value to the communities we serve.

Responding to medical emergencies

Working in partnership with SCAS we provide emergency medical response via a co-responder scheme at a number of stations. During 2015-16 these skills were deployed 828 times at incidents.

Replacement Aerial Ladder Platform (ALP)

This year we have purchased a pre-owned ALP as a temporary replacement, while our current ALP is refurbished. This will allow us to maintain our high reach capability, which has been invaluable at recent incidents such as the Randolph Hotel and the Didcot Power Station fires. By refurbishing our current ALP we can extend the vehicle's life and make significant savings by not purchasing a new one.

Type C fire appliances

2016 has seen the introduction of two Type C fire appliances to the fleet. These are being trialled at Witney and Thame fire stations. The type C appliances are physically smaller than traditional fire appliances and more cost effective, whilst still providing firefighting and lifesaving capabilities.

These vehicles are provided with high tech cutting equipment, which will assist in the rapid extrication of casualties involved in road traffic collisions, along with standard equipment that is carried on a traditional fire engine. These vehicles allow for easier access to areas that have congested roads while still providing the functionality, equipment and personnel of a traditional fire engine.

Operational guidance and risk information

Section 7(2) d of the Fire and Rescues Services Act 2004 places a requirement on fire and rescue authorities to make arrangements for the obtaining of information with respect to 'risks' in the operational environment. Such requirements include making arrangements for the obtaining of information to support the extinguishing of fires in each authorities area and the protecting of life and property in the event of fires.

OFRS fulfils this duty by supporting the following key objectives:

- Prevention of injury, ill health or death of:
  - Fire and rescue service personnel or other emergency responders attending an incident.
  - People in or around an incident and as a result of the hazards posed by the incident.
- Prevention and limitation of:
  - Damage to property and infrastructure occurring as a result of an incident.
  - Damage or harm to the environment occurring as a result of an incident.
- Mitigation of economic and other losses as a result of an incident.

Area based Fire Risk Managers (FRM), together with Station Managers (SM) under their direction, are responsible for determining which premises or sites are to be audited within their station ground, and they are responsible for ensuring that re-inspections of these sites are completed in a rolling programme.

During 2015-16, area based operational personnel carried out the following numbers of risk information gathering exercises:

- 104 site specific risk information cards reviewed and completed.
- 10 comprehensive tactical firefighting plans produced.

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Emergency Planning Unit

The EPU carries out statutory functions under the Civil Contingencies Act 2004, Radiation Emergency Preparedness and Public Information Regulations 2001 (REPPIR), Control of Major Accident Hazards Regulations 2015 (COMAH), for establishments with dangerous substances, Pipeline Safety Regulations 1996 and Major Accident Control Regulations (MACR).

Duties of the department include ensuring that OCC and its suppliers have robust business continuity processes to reduce risk during any disruption. Working with individuals to ensure that those most vulnerable are identified and prepared for an emergency, working with businesses to improve business continuity and communities to improve county wide resilience, and produce community emergency plans.

The EPU is responsible for working with voluntary agencies, blue light services, Local Authorities and Category 2 Responders such as utility and transport providers to train, exercise and prepare for multi-agency responses to disruption whilst keeping the community warned and informed.

Our EPU has a suite of information leaflets and numerous plans to assist with planning for and response to incidents, including flooding, adverse weather, utility failure, strategic road disruption and crowded places, as well as specific risk plans for known risk sites.

The team works with Thames Valley Local Resilience Forum (TVLRF) to produce additional plans, training and exercises covering the Thames Valley area.

Cover is provided 24/7, with an officer always available on call as a link into Local Authority departments out of hours and to provide an activation process to scale up a Local Authority response should it be needed, including co-ordinating the OCC Emergency Operations Centre.

The unit also provides a horizon scanning function highlighting risks such as incidents in neighbouring areas, weather and flood warnings, and risks associated with events through the Safety Advisory Groups.

During 2015-16 the EPU supported a number of incidents including:
- The Randolph Hotel fire.
- South Oxfordshire District Council fire.
- Collapse at Didcot Power Station.
- Several wide scale power and water disruptions.
- Flooding.

- County ICT incidents.

Support included Reception Centres, Emergency Operations Centre, feeding, distribution of welfare support, emotional support, cordon support, sourcing of resources, and warning and informing.

Health and Safety

Health, Safety and Wellbeing Team

Our Health, Safety and Wellbeing Team have an active role in auditing Health and Safety (H&S) on OFRS premises, supporting risk assessments, noise monitoring, policy and procedure updates, and providing advice. A new electronic safety event reporting procedure was introduced in 2015, and a new electronic risk assessment library was launched in September 2016.

Internal and external audits of Health and Safety

In October 2015 an internal Quality Safety Audit (QSA) H&S audit took place and found an overall H&S Performance Rating of 88 per cent. Following the publication of the report, an action plan was created and this continues to be progressed by the H&S Team.

Health and safety developments

The team has adopted 'Wellbeing' into their name with a view to introducing wellbeing as an important proactive activity. The team plans to link in with OCC and develop a series of activities for the year ahead based on one theme per month (e.g. prostate cancer in March). The team hopes to raise awareness of mental health and other topics less talked about.

The team plan to introduce IOSH 'No Time To Lose' as a theory for all OFRS work activitiesm, to improve both the organisation's and firefighters awareness of workplace contaminants.

Active monitoring of accidents, near misses and injury to staff

To enable the service to achieve improved H&S performance and to comply with corresponding legislation, we investigate all accidents, near misses and occupational

ill health. From this data the team develops action plans and organisational strategies to prevent, reduce or limit future unsafe situations.

Certain categories of safety events are also required to be reported to the Health and Safety Executive (HSE). The number of such reports we submitted in 2015-16 was ten. Of the ten reports, seven were submitted for over seven day injuries and three for a specified injury (all fractures).

During 2015-16 the number of reported safety events totalled 86 (compared with 93 in 2014-15), the number of near miss reports reduced to 37 in 2015-16 (compared with 50 in 2014-15).

Training and development

We recognise that our people are our most important assets, and we are committed to investing in their knowledge, skills and abilities. We are committed to helping our workforce develop, in order to perform in their roles successfully, and fulfil their potential in making an excellent organisation. Training and Development manage the framework within which this development takes place.

Training performance indicators

We measure the percentage of personnel who have recorded completion of maintenance training for the seven core fire skills, shown below. The service aims for this to be 100 per cent, although it is accepted that this is aspirational as it is impacted by personnel sickness and the introduction of additional training requirements due to organisational development.

The average for 2014-15 was 87.9 per cent, whilst in 2015-16 the service achieved 86.6 per cent. This measure is closely monitored and if it falls below 90 per cent action plans are implemented to improve performance. The fall in performance in 2015-16 was largely as a result of the increased focus on new skills and guidance, specifically trauma skills and revised national breathing apparatus procedures.

Six safety critical skills
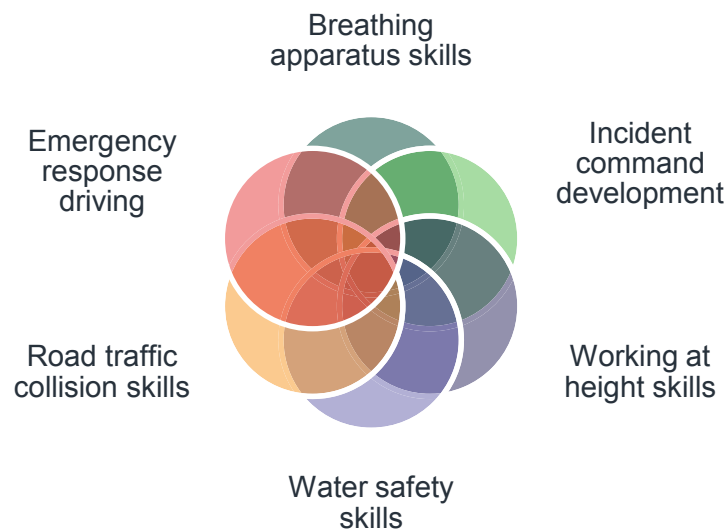
In order to ensure maximum efficiency in training course delivery, the percentage of maximum capacity take-up for all core skills courses are measured. The service aspires to 100 per cent take-up, and in 2015-16, we achieved 89.8 per cent. The majority of training places not filled were due to short notice cancellations by on-call personnel who had last minute commitments to their primary employment.

In 2013-14 the service introduced technical assessments for all operational managers to ensure understanding following the issue of new operational guidance, procedures or hazard information. The successful completion of these assessments is measured, and in 2015-16 82.1 per cent of managers were up to date with all requirements.

Successes in 2015-16 include:

- The creation of a modularised breathing apparatus course to enable this training to be delivered more flexibly.
- A review of Training Delivery including the tendering of a new contract for hot fire training.
- The creation of a four year cycle of centralised training and assessment to provide personnel with periodic 'top-up' training across all core skills.
- Delivery of training with respect to revised national breathing apparatus procedures.

Business continuity and resilience development

OFRS provides OCC directorates with the opportunity to test the implementation of their business continuity arrangements and thereby develop resilience in delivering core services via our Incident Command Development team. The team produces bespoke large scale realistic training scenarios that provide OCC and the individual directorates the opportunity to test their resilience arrangements within directorate specific and broader OCC situations. One scenario day is programmed per calendar year for each of the functions.

Driver training and assessment

We provide high quality, professional driver training and assessment in collaboration with Buckinghamshire and Milton Keynes Fire and Rescue Service. The driving centre provides a range of training from teaching learner drivers to specialist accredited training in off road driving, the use of trailers, fork lift truck operation and response driving. Our centre also has Driver and Vehicle Standards agency (DVSA) accredited driving test examiners who carry out driving tests.

Call management and incident support

The TVFCS answers 999 calls and mobilises resources on behalf of the three Thames Valley Fire and Rescue Services (TV FRSs) to incidents across the Thames Valley, serving a combined population of around 2,253,400. The new service went fully live on 23 April 2015.

The TVFCS features the most up-to-date technology. This includes a modern mobilising system, which enables control operators to identify the exact geographic location of an incident more quickly and pinpoint the precise position of each available fire appliance and officer via GPS. This allows the quickest available fire engine to be used, irrespective of whether it is based in Oxfordshire, Berkshire or Buckinghamshire and Milton Keynes, which will in turn improve attendance times.

Every fire engine across the three TV FRS's is fitted with a Mobile Data Terminal (MDT). These display incidents on a mapping system enabling fire crews to see their location and that of the incident in real time. MDTs also provide the crews with risk-critical information such as individual building design and details about any special hazards at a particular location.

As a back-up for the TVFCS at Calcot in Reading, a non-staffed secondary control room is available and is maintained at OFRS headquarters in Kidlington. In the unlikely event that the TVFCS fails or needs to be evacuated, North Yorkshire Fire and Rescue Service will take 999 calls and mobilise resources on behalf of the

TVFCS for the short period needed to transfer control staff from Calcot to the secondary control in Kidlington.

The TVFCS cost in the region of £5.4 million, funded by the three Services' combined grants from central government, across Royal Berkshire, Oxfordshire, and Buckinghamshire and Milton Keynes Fire Authorities, the estimate is that the TVFCS will achieve total savings of £15,871,672 by the end of 2024-25.

Performance targets (TVFCS)

- Emergency calls answered by control operators within 5 seconds target is 98 per cent - we achieved 85.32 per cent.
- Emergency calls answered by control operators within 10 seconds target is 100 per cent - we achieved 89.35 per cent.
- Administration type calls answered by control operators within 15 seconds target is 100 per cent - we achieved 81.74 per cent (these calls are not taken via 999).

Contact us

Should you require any further information please contact us:

Oxfordshire Fire and Rescue Service
Fire and Rescue Service HQ
Sterling Road
Kidlington
OX5 2DU

Telephone: 01865 842999
8.30am - 5pm, Monday – Thursday
8.30am - 4pm, Fridays

Fax: 01865 855241

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Annex A

Historical response standards data 2014-15

Response standards monthly summary April 2014 – March 2015

2014/15 by month	Total emergency incidents in scope	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
April 14	260	224	86.15	245	94.23
May 14	262	210	80.15	243	92.75
June 14	260	201	77.31	240	92.31
July 14	306	242	79.08	284	92.81
August 14	290	252	86.90	280	96.55
September 14	350	301	86	334	95.43
October 14	359	300	83.57	345	96.1
November 14	296	261	88.18	285	96.28
December 14	321	301	93.77	321	100
January 15	375	311	82.93	355	94.67
February 15	235	223	94.89	232	98.72
March 15	251	205	81.67	233	92.83
Totals	3,565	3,031	85.02	3,397	95.29

Breakdown of response standards by district April 2014 – March 2015

Districts	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1305	1265	96.93	1299	99.54
West	425	312	73.41	390	91.76
Cherwell	753	622	82.60	713	94.69
South	711	556	78.20	658	92.55
Vale	371	276	74.39	337	90.84

Breakdown of response standards by area April 2014 – March 2015

Areas	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1,305	1,265	96.93	1,299	99.54
South and Vale	1082	832	76.89	995	91.96
Cherwell and West	1,178	934	79.29	1,103	93.63

Oxfordshire County Council Fire and Rescue Service

Briefing Pack for Mr Robert Courts MP

03 Chipping Norton

Charlbury 04

05 Woodstock

11 Burford

10 Witney

09 Eynsham

12 Bampton

West Oxfordshire

Witney Constituency

OXFORDSHIRE
FIRE & RESCUE SERVICE

OXFORDSHIRE
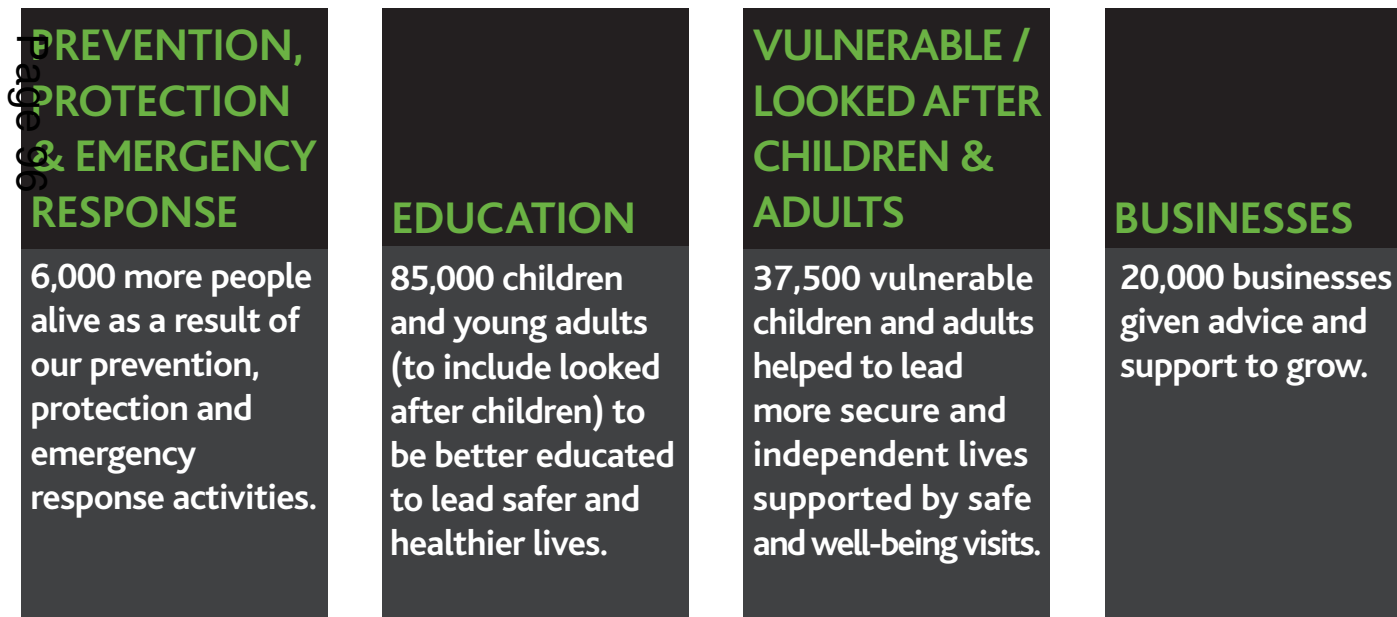COUNTY COUNCIL

Overview

Oxfordshire County Council is the Fire Authority for the County of Oxfordshire and is one of 14 County Councils who undertake this role. As part of the Council services the Chief Fire Officer is a Director within OCC and has wider responsibility for:

- **Fire and Rescue Services (OFRS)**
- **Trading Standards**
- **Gypsy and Traveller Service**
- **Emergency Planning**
- **Duty for PREVENT and wider Community Safety**
- **Local Resilience Forum**
- **Out of Hours (Duty Director – covered by Brigade Manager cadre)**

OFRS has worked hard to integrate the prevention, protection and intervention services and after a successful 10 year vision "365 alive" has re-launched this with new performance measures which focus supporting:

PREVENTION, PROTECTION & EMERGENCY RESPONSE

6,000 more people alive as a result of our prevention, protection and emergency response activities.

EDUCATION

85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives.

VULNERABLE / LOOKED AFTER CHILDREN & ADULTS

37,500 vulnerable children and adults helped to lead more secure and independent lives supported by safe and well-being visits.

BUSINESSES

20,000 businesses given advice and support to grow.

1.6 Million Safety Messages

Key Achievements

The successful implementation of Thames Valley Fire Control Service in April 2015 has enabled further collaborative partnerships with Royal Berkshire and Buckinghamshire and Milton Keynes Fire and Rescue Services.

OFRS have extended our partnership with South Central Ambulance Service (SCAS) to provide support to SCAS in attending life-saving medical emergencies, known as co-responding.

We have successfully engaged Public Health with the activities of OFRS and now work more closely together to identify public health concerns and raise awareness of health issues with Oxfordshire's most vulnerable residents. As a result, our new Safe and Well-being visits now include alcohol and substance misuse, healthy eating and smoking cessation. Our trading standards and protection activities supported local businesses towards the aim of creating a world class economy.

We are currently piloting a project to support the councils home to school transport for children with special educational needs where a young person who lives in a remote location requires personal support to undertake the journey to school.

We have recently awarded a contract across the three fire and rescue services in the Thames Valley for the joint procurement of fire appliances for the next four years. This will save in excess of ¾ million pounds and will also enable better working across the three services which will ensure more effective and efficient mobilisation to emergency incidents.

OFRS and Thames Valley Police are jointly managing the Police Community Support Officers in the Carterton area and they have been trained to deliver our safe and well-being assessments to the local community. The development of the Carterton community safety centre will also bring together the three emergency services and the community groups in the West Oxfordshire area and provide an excellent opportunity for joint working.

The three emergency services have set up an executive programme board attended by the three Chief Fire Officers, the Chief Constable and the Chief Executive of Ambulance Service. This is driving operational alignment based on providing the most effective service to the public across the area.

OCC is engaged in a programme of transformation to identify how it can deliver better, smarter and more effective and efficient services to the public in Oxfordshire. This is providing opportunity for the Fire and Rescue Service to look at how it interacts with the public and carry out a full review of these processes. This has already started with the integration of the trading standards team with the OFRS business safety officers.

We have shared incident data between Police and the three fire services which will enable us to have a richer picture of the demand across the Thames Valley area to assist in the management of this demand and a wider focus on risk to the community.

Resources

Intervention

Oxfordshire is geographically the larger of the three areas within the TV area but also the most rural, our resources reflect this with a greater percentage of on-call firefighters. We have 24 stations of which 17 are completely crewed by on-call staff and the other seven have a mix of whole-time and on-call resources. From these 24 stations we crew 34 fire appliances of which seven are crewed by whole-time during the day and six during the night.

We have the following resources based in the West Oxfordshire area:

	Bampton	Eynsham	Witney	Burford	Charlbury	Woodstock	Chipping Norton	Carterton (2019)
Resources	2 x Fire Engine	1 x Fire Engine	2 x Fire Engines	1 x Fire Engine	1 x Fire Engine	1 x Fire Engine	1 x Fire Engine	1 x Fire Engine
Crewing type	11 on-call firefighters 10 WT firefighter (day only)	17 on-call firefighters	27 on-call firefighters	15 on-call firefighters	11 on-call firefighters	13 on-call firefighters	8 on-call firefighters	14 on-call firefighters
Additional resources located at station			4 Training support team 2 Fire Safety Inspectors					3 x PCSO (50%) Allocated to Fire

Note: the WT firefighter crew based at Bampton support availability across the County and are not based at Bampton

Prevention Protection and Road Safety

We currently have 4 locality hubs delivering Business safety, these are based at Witney, Banbury Didcot and Oxford City. The Trading Standard and Prevention team share offices in Oxford and Kidlington.

Local Prevention activity is undertaken by local station personnel, the station support officers or the central prevention team. OFRS is currently linking in with both TVP and OCC volunteer networks to provide and additional resource to assess, educate and signpost members of the community to assist them.

Support Services

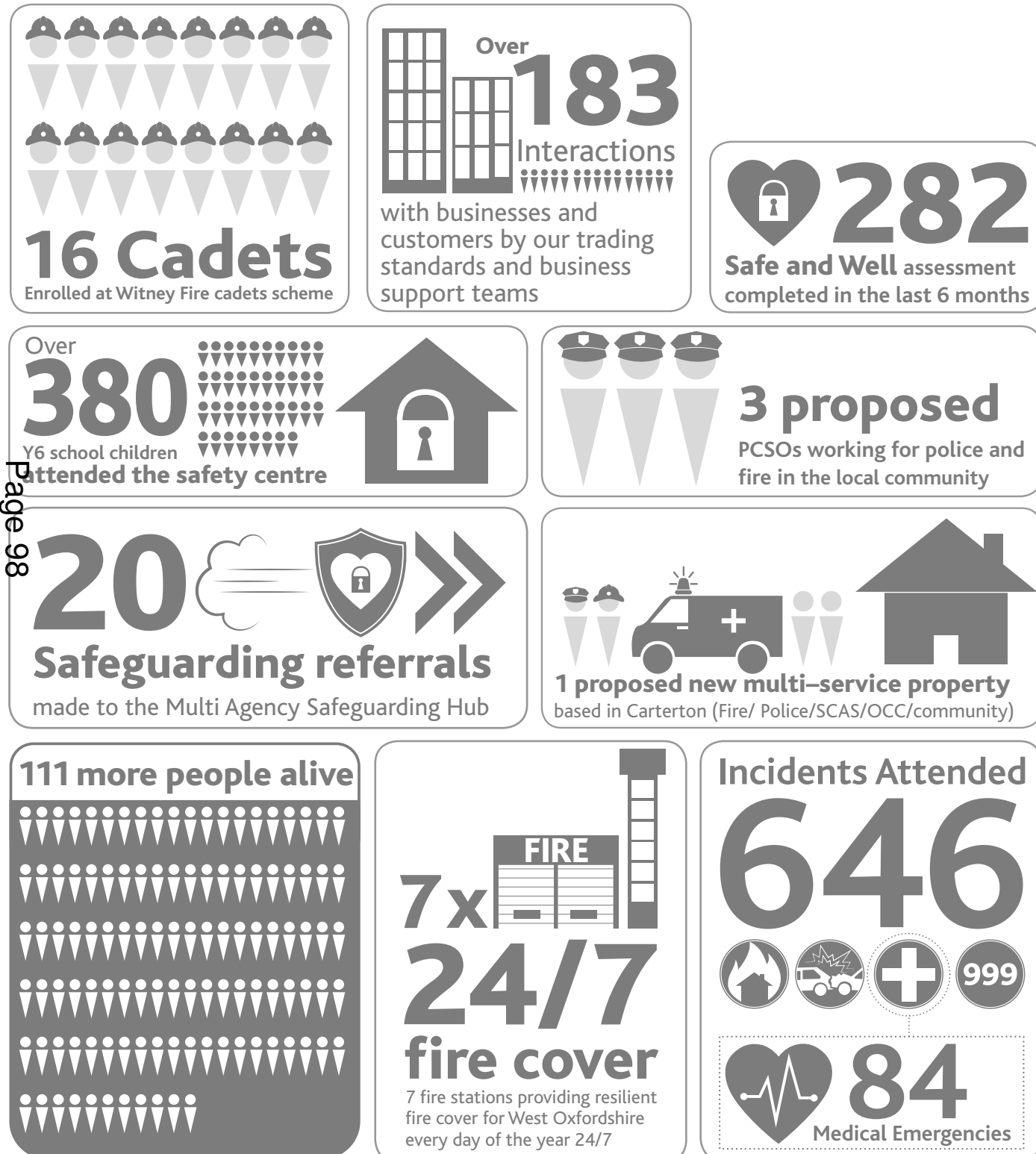The following support services are provided by OCC or commissioned through OCC:
- **Finance and Purchasing**
- **HR management**
- **Information and Communications Technology**
- **Facilities Management**
- **Capital procurement (non-Operational)**
- **Press and Media**

Collaborative Services are those that are delivered through partnership working with other Emergency Services or National groups

Area of collaboration	Partners
Work-wear contract	South East Fire Services
Operational guidance	Chief Fire Officers Association (all FRS)
Digital Platform	OCC Transformation programme
Demand Management	TV Police and TV FRS
Business Safety Policy and guidance	TV FRS (OFRS lead)
Emergency Services Mobile Communication Programme	South Central FRS, TV Police/ Hants Police /South Central Ambulance Service (SCAS) / IoW ambulance Service
Control and mobilising	TV FRS
Incident Command procedures	TV Police TV FRS and SCAS
Fire Appliance Procurement	TV FRS
Legal Support to Business Safety and Trading Standards	TV FRS and West Berkshire local authority
Data sharing - South East Counter Terrorism	South East FRS (9 in total)
Shared Blue light driving school	Bucks FRS and OFRS
Joint specialist operational resources – detection, identification and monitoring officers and Aerial drone resources	TV FRS
Shared estates – SCAS standby points	SCAS and OFRS

365 Alive and Community Safety Targets for Witney Constituency 2016

16 Cadets
Enrolled at Witney Fire cadets scheme

Over **183** Interactions
with businesses and customers by our trading standards and business support teams

282
Safe and Well assessment completed in the last 6 months

Over **380** Y6 school children attended the safety centre

3 proposed PCSOs working for police and fire in the local community

20 Safeguarding referrals
made to the Multi Agency Safeguarding Hub

1 proposed new multi–service property based in Carterton (Fire/ Police/SCAS/OCC/community)

111 more people alive

7 x 24/7 fire cover
7 fire stations providing resilient fire cover for West Oxfordshire every day of the year 24/7

Incidents Attended **646**
999

84 Medical Emergencies

Key Contacts for Community Safety

Cabinet Member for Fire and Rescue Services	Councillor Rodney Rose	rodney.rose@oxfordshire.gov.uk
Strategic Issues	CFO David Etheridge	david.etheridge@oxfordshire.gov.uk
	DCFO Simon Furlong	simon.furlong@oxfordshire.gov.uk
Fire Operations	ACFO Rob MacDougal	rob.macdougal@oxfordshire.gov.uk
	Area Manager Mat Carlile	matt.carlile@oxfordshire.gov.uk
Prevention, Protection and Road Safety	ACFO Rob MacDougal	rob.macdougal@oxfordshire.gov.uk
	Mr Richard Webb	richard.webb@oxfordshire.gov.uk
Trading Standards and Gypsy and Travellers Service	Mr Richard Webb	richard.webb@oxfordshire.gov.uk
Emergency Planning	Area Manager Mat Carlile	matt.carlile@oxfordshire.gov.uk

Performance Scrutiny Committee – 5 January 2017

S.106 Agreements & the Community Infrastructure Levy (CIL)

Report by the Director for Environment & Economy

Purpose of this report

1. This report addresses a series of questions which members have raised about the operation of Planning Obligations and CIL processes in Oxfordshire.

Introduction

2. Towards the end of last year, a group of members of this Committee collated a series of questions about the processes for defining, securing, recording and managing contributions from developers towards the provision of essential, growth-related infrastructure in the county. Such contributions - or "Planning Obligations" - are traditionally secured via legal agreements jointly signed by developers and planning authorities, but increasingly they will be obtained through the new Community Infrastructure Levy (CIL) as it is rolled-out across the county. By way of context, background information about planning obligations and the implications of CIL is provided with this report in the form of a House of Commons Briefing Paper published in 2016.

3. The Performance Scrutiny Committee is asked to note the information provided in the report about:

    a) The increasing scale of development activity in Oxfordshire;
    b) The operation of S106 processes; &
    c) The implications of CIL for S106 and the future funding of infrastructure

Volumes of activity and capacity

4. At the time of writing, the number of major new planning applications[1] being submitted in Oxfordshire is running at over 800 per annum, with an additional 200+ applications per annum to discharge or vary the conditions of already consented major applications. The month-by-month breakdown in the six months to November 2016 is as per Table 1 below.

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[1] A major planning application is one for 10+ dwellings; or over 1,000m^2 of commercial/retail space

Table 1: Major planning applications, June - November 2016

	New Applications	DoC[2] & S73[3] Applications	Total
June	74	15	89
July	55	16	71
August	66	22	88
September	55	21	76
October	73	23	96
November	82	25	107
Total	405	122	527

5. By District, the breakdown for the same period is as per Table 2 below, from which it can be seen that largest volumes of major applications are in the Cherwell, South Oxfordshire and Vale of White Horse district council areas.

Table 2: Major planning applications[4] by District, June-November 2016

	Cherwell	Oxford	South Oxon	Vale of WH	West Oxon	Total
June	22	10	23	29	5	89
July	20	5	20	16	10	71
August	24	4	22	30	8	88
September	27	1	19	22	7	76
October	24	7	27	31	7	96
November	28	4	32	28	15	107
Total	145	31	143	156	52	527

6. The volume of major planning applications submitted in the county in the last quarter of 2016 was well over double the level for the same quarter in 2013.

7. The County Council is consulted by the District Councils on all major planning applications and since 2013 has co-ordinated its comments through a process called "Single Response". There is a corporate target for this process of a minimum of 80% of responses to be submitted within the statutory deadline of 21 days, unless extended deadlines have been agreed with the District Councils in which case the target also embraces these. Despite the huge upturn in development activity, the County Council has repeatedly met or exceeded the target each month since the inception of Single Response, with only a couple of recent exceptions[5]. This is partly the result of additional resources having been brought in (refer below) and the process is generally well-regarded by the Districts.

8. In addition to the major applications that go through Single Response, the County Council is consulted on around 5,000 minor planning applications per

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[2] Discharge of Conditions
[3] Variation of Conditions
[4] Including Discharge and Variation of Conditions applications
[5] Exceptions related to particularly high application volumes and temporary staffing problems

year, broadly those of under 10 dwellings and householder proposals. Where comments are required, these are generally returned to the Districts directly by individual service teams.

9. In view of the very considerable upturn in development activity across Oxfordshire, the County Council has had to expand some of its teams to contend with the much increased workload. The Road Agreements & Adoptions Team[6] (fully funded by income) is now more than double the size it was three years ago, for example. The Infrastructure Funding Team has likewise increased its permanent establishment and is now a third larger than it was in 2012, while additional resources have also been put into the Transport Development Control service, now part of our Locality Teams. Despite the steps that we have taken to bolster our capacity, demands on our services in relation to new development continue to increase and it can accordingly still prove very challenging at times for us to do all that is required, particularly when staff move on and suitable replacements have to be found in a limited and intensely competitive market.

10. Where an appropriate case exists and the relevant tests[7] can be satisfied, our representations on planning applications include requests for financial and/or in-kind contributions from developers towards essential infrastructure, requests which, if supported by the District Councils[8], are subsequently embedded in planning decisions made by those authorities. By no means all planning applications generate a need for such contributions; neither do such contributions always relate to County Council infrastructure or services. Over the past five years, new S106 agreements involving the County Council (generally taking the form of "tripartite" agreements with the developer and the District Council) have averaged a little over 100 p.a. – see Table 3 below.

Table 3: New S106 Agreements to which the County Council is a party

	2016-17*	2015-16	2014-15	2013-14	2012-13	2011-12	Total
Cherwell	16	33	37	21	23	29	159
Oxford	1	2	3	20	4	26	56
South	7	21	22	10	14	20	94
Vale	24	37	32	47	22	20	182
West	3	15	16	9	16	15	74
Total	51	108	110	107	79	110	565

*To November 2016

11. Table 4 below indicates the level of contributions that were secured in respect of County Council services and infrastructure each year from 2011/12 to 2015/16. Although the agreements have been signed there is no guarantee as to when and if all of the contributions will be paid across; this will in large part

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[6] The Road Agreements & Adoptions Team processes legal agreements made under Sections 38 & 278 of the Highways Act 1980 for alterations to the public highway and for the adoption of new roads; as well as technical auditing, site inspections and monitoring.
[7] The CIL Regulation 122 tests: See paragraph 20 below
[8] As the determining planning authorities

be determined by the progress of the individual corresponding development proposals by which the contributions are triggered.

Table 4: Contributions secured towards County Council infrastructure and services

Financial Year	Contributions secured (£'m)
2011-12	10.9
2012-13	17.8
2013-14	50.3
2014-15	59.6
2015-16	57.9
2016-17*	18.8

*To November 2016

12. In total, the County Council currently manages and monitors close to 900 signed S106 agreements, which collectively represent £112m of "held" and a further £150m of "secured" financial contributions from developers. However, as indicated above, a large proportion of the secured funding will not actually be received from many of the developments in question until those developments have reached certain stages of completion, their associated S106 agreements defining "trigger points" at which specified payments fall due. More details of the way in which developer contributions are managed are set out below.

13. So far as negotiations with developers are concerned, the County Council has a small number of specialised negotiators in its Infrastructure Funding Team, but staff from other service areas (particularly Transport Development Control in the Locality teams) also involved in this process[9] and in the subsequent issuing of instructions to colleagues in Legal Services.

The calculation of 106 contributions

14. Such contributions are <u>not</u> calculated as proportion of the total cost of development or by the limited profitability of the scheme. Rather, any required contributions will reflect the actual nature and scale of the mitigation required to address the development's impacts and take into account the ability of the existing infrastructure serving the development to absorb these impacts.

15. In calculating the impacts of a development and the contributions required to mitigate them the following methodologies are employed in respect of each planning application on which the County Council is consulted.

For Transport related impacts:

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[9] Transport officers lead on the detailed negotiations for the vast majority of transport matters. Both CEF and Property officers help with other non-transport infrastructure negotiations.

16. Officers will consider the Transport Assessment which is submitted with the planning application. Using the data drawn from the planning application, its design and access statement as well as its Transport Assessment officers will determine what if any requirements need to be secured and whether such needs are to be "in-kind" or financial contributions. The assessments largely relate to the types of development (residential or non-residential) and their forecast travel demands/impacts. The traffic generation expected is assessed using a national database (TRICS)[10]. The requirements for contributions relate to the number of dwellings[11] and or the estimated traffic generation.

17. In areas such as the Science Vale where there is a costed package of works proposed to address the growth demands the costs are divided across the expected amount of development (housing and commercial uses) to arrive at a cost per dwelling (and per m^2 for non-residential uses).

For non-transport impacts:

18. The key metric here is the number of people expected to be generated by the development, which enables the impacts on infrastructure and services to be assessed. A specialist tool called "PopCal"[12] is used to calculate the population either by a bespoke[13] assessment or by reference to standardised results. This tool allows the overall number of people likely to be generated by the development to be calculated, disaggregated by age-group cohort.

19. If viability is an issue then that is dealt with during the negotiation process. It is not likely that the Council will be aware of any viability issues at the time of responding to the initial planning application consultation. However, the scale of contributions finally agreed and secured in an agreement may be limited by a development's proposal's forecast viability/profitability. Any viability issues would normally be made clear to the relevant District Council's planning committee before a resolution on the proposal is made.

Restrictions

20. Any S106 contributions requested need to be "CIL compliant" i.e. they have to meet the three tests set out in Regulation 122 of the CIL Regulations 2010, in that they must be:

   a. Necessary to make the development acceptable in planning terms;
   b. Directly related to the development; and
   c. Fairly and reasonably related in scale and kind.

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[10] Trip Rate Information Computer System.
[11] In the case of commercial development the gross floor area is the metric used rather than dwellings.
[12] The PopCal is based upon data obtained by County Council surveys of new housing across Oxfordshire. (A new survey is about to be undertaken in the New Year).
[13] A bespoke assessment of a development's population will take into account various factors including: location, scale, type of dwellings, forecast speed & timing of occupations.

21. The fact that any/all contribution requirements need to be capable of passing tests is not new as prior to the CIL Regulations, the same assessment used to be made against five very similar tests set out in earlier Government guidance[14]. Also, due to current restrictions on the pooling of contributions (refer Briefing Paper circulated with this report) the contributions now have to be requested for specific projects. These restrictions affect the amount collected and can mean that a piece of infrastructure is not able to be fully-funded from new developments.

22. For example, an infrastructure project could cost £2,500,000 and serve 500 homes. This would equate to a contribution of £5,000 per dwelling[15]. However, the Council may not know how many planning applications will be submitted to make up the 500 homes that would be needed to fully fund the infrastructure in question. Previously[16], for each planning application containing 10 dwellings or more the Council would have requested £5,000 per dwelling proposed and there were no restrictions on the number of planning applications/developments that could pay (via a S106 agreement) towards the project. Now, however, contributions to a specific project can only be requested through a maximum of five planning obligations[17] applications, which means that any other developments will not be contributing to the required infrastructure. In order to minimise any such losses contributions would ideally be sought from the largest developments, but as the authority may not know what applications will be submitted and when (especially where speculative development is involved) this is not always possible.

23. One impact of the pooling regime was to encourage District Councils to introduce CIL as a means of funding area wide infrastructure. Clearly, the effect of the current "five agreement" restriction has even more of an impact where a District does not have CIL levy in place to partly compensate for the reduction in contributions.

24. As a consequence of the above-mentioned regulation the clauses in a S106 legal agreement are now be more restrictive, for example by limiting the spending of contributions to "A Cycle Path between A and B" where previously the agreement clauses would have been more flexible and allowed for expenditure on "Cycle safety measures serving the site".

How identified contributions and other benefits are secured

25. A report to this Committee in July 2015 outlined the process for identifying the need for contributions arising from individual development proposals (see **Appendix 1**).

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[14] ODPM Circular 5/05 – Planning Obligations.

[15] Here, assuming all dwellings are the same size (e.g. 3 bedroom units).

[16] Before the CIL Regulations came into operation on 6 April 2015.

[17] In counting the 5 planning obligations one has to take into account any planning obligation since April 2010 which specifically secures a contribution to the project. So if prior to April 2015 five or more S106 Agreements had secured contributions to a specified project no further contributions from development applications could be secured post 6th April 2015.

26. The County Council's three Locality teams are the key channels for the authority to advise on infrastructure needs arising from proposals in emerging Local Plans; Infrastructure Delivery Plans prepared within the county; and Neighbourhood Plans prepared by our Parish and Town Councils. Together with the Infrastructure Funding Team these teams represent the infrastructure interests of the County Council with regard to major development proposals. Both sets of teams also draw upon relevant documents such as the Pupil Place Plan and the Local Transport Plan (LTP) to inform their responses to development proposals.

27. The relevant Local Member(s) is/are consulted on major applications in their area as a matter of course through the Single Response process. This provides members with the opportunity to comment on major proposals and if they consider it appropriate, to press the case for any related infrastructure improvements they consider necessary.

28. Most of the larger major planning applications (and all strategic proposals) are submitted as outline planning applications; that is to say that some of the details are not fixed when the initial proposal is considered and permitted. This is the case regarding the mix of dwellings to be provided, hence when an initial assessment of impacts and contributions is made it will be based on a certain mix of 1-bed, 2-bed etc. housing. Clearly if the initial assessment (as guided by the information in the planning application) is based on a development comprising 25% 4 & 5-bed properties and subsequently the development is built out with 40% 4 & 5-bed dwellings, the impacts upon such as school places would be greater. To militate against the impacts arising from such variables the S106 agreements usually include a matrix to ensure that the contributions reflect the nature and scale of the needs.

29. Use of the matrix also has the benefit to the developer in that it provides for flexibility; allowing the detailed delivery of the housing to be different from that illustrated in the planning application documents without needing to go back to the local authorities to renegotiate contributions. Table 5 below provides an example of a matrix in use in one of our Districts.

Table 5 – Example of a matrix: £ per dwelling (West Oxfordshire District area)[18]

Service area	1 Bed	2 Bed	3 Bed	4+ Bed
Primary Education	0.00	2,316.40	4,401.16	6,370.10
Secondary Education	0.00	1,745.50	4,189.20	7,680.20
Sixth Form	0.00	185.71	557.13	1,485.68
S E N	0.00	105.49	221.18	362.10
Libraries (incl. Bookstock)	108.80	163.20	249.05	355.30
Waste Management	81.92	122.88	187.52	267.52
Total	191	4,639	9,805	16,521

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[18] Contributions per dwelling vary according to dwelling size

Phasing of S106 payments/works and the use of Bonds

30. Where contributions or the scale of the facilities are significant relative to the size of the development and/or where the construction of the development is to be phased over a significant period of time, it is usual to include the phasing of obligation payments or provisions. As the various contributions are index-linked any phasing of contribution payments should not affect the real value. The phasing of contributions helps progress the agreements without impacting untowardly on the subsequent on the mitigation of the various impacts.

31. The simple phasing of payments can be illustrated in the case of contributions to provide a new school. The bulk of the contributions are required to meet costs once the contract for building the school is let. However early feasibility and preliminary design and investigations do take place, hence officers usually secure an early contribution payment of c10% of the primary school contribution with the remaining 90% to follow, phased in 3 instalments related to the occupations of dwellings and the likely timing of the school construction contract.

32. An example of the phasing of contributions on a strategic site is shown at **Appendix 2.**

33. Where the various contributions are not all paid across at the start of the development, there is a risk that the development progresses and the developer contributions are either not paid or are slow in being paid. To safeguard against slow payment or payment default the County Council seeks bonds in association with significant contributions – e.g. over £1m deferred to payment post-implementation.

34. There is a cost to the developer in providing a bond and so a sophisticated bond mechanism has been developed to balance the demands (by the Council) for security and (by the developer) to keep costs down. An example of this is provided at **Appendix 3**.

35. Where the developer/applicant refuses to provide a bond that matter is reported to the Capital & Assets Programme Board (CAPB). If a relaxation is agreed that would only be done subsequent to a credit check on the company. An example of a draft bond is shown at **Appendix 4**

36. Bonds to secure prompt payment are not considered necessary for the majority of agreements. This in part recognises that contributions from some developments are contributions towards (rather than the full funding of) infrastructure items. So, given that the County Council can't control the timing of a development and hence the payment of contributions, a bond is not deemed either reasonable or necessary.

Following the signing of S106 agreements

37. For the terms of a signed/completed S106 agreement to become live and enforceable the planning permission has to be granted and the decision notice has to be issued. Once this occurs then the obligations within the agreement are operative and enforceable. Each agreement is different and the conditions to be met for making a payment or completing works will vary from agreement to agreement.

38. An example of payments in a simple agreement would be:

Prior to implementation

- to pay[19] the Education contribution to the County Council; &
- not to implement the development until such payment has been made.

Prior to 1st Occupation

- to pay the Transport contribution to the County Council; &
- the 1st dwelling not to be occupied until payment has been made.

39. In short, payments are triggered by and subsequent to the initial commencement of a development. The subsequent triggers may be in relation to the progress of development (e.g. number of dwellings occupied) or occasionally by dates following certain events (e.g. 6 months following the due date of an earlier payment). Where the County's fast track Unilateral Undertaking[20] process is used, the payments are all made upfront prior to completion of the deed.

40. While the agreements provide requirements for developers to notify the County Council of impending development milestones (e.g. commencement, first occupation taking place etc.) it is rare for developers proactively to notify the County Council of these events and they hardly ever make a payment without the authority providing a calculation first.

41. The collection of payments is carried out by the County Council's Infrastructure Funding team (IFt). This team also periodically checks the status of each development site, which is time-consuming but necessary given the disparity of information forthcoming from the development sector.

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[19] Agreements are worded with both positive (*"… to pay the Education contribution to the County Council …"*) and negative (*"… not implement until such payment has been made …"*) covenants, placing the onus on the developer to make the required payment/s on time, so that enforcement (potentially stopping the development) can be an effective tool if necessary.
[20] Unilateral Undertakings are S106 planning obligations where applicants/developers provide a S106 to the Council but where the County Council is not an actual party to deed. The covenants are all made by the applicant/developer with no reciprocal provisions by the County Council. They are generally used in cases where there are low value contributions or where an applicant cannot agree with either the County Council or the District Council, particularly at appeals and public inquiries.

42. If the IFt finds a development with a triggered contribution then payment is pursued. The team can only request payments that have been triggered. Once requested, payments are usually made without issue. The team has only had to refer developers to debt recovery on a couple of occasions and has had to write-off 5 contributions (totalling £107k) over the past 15 years

43. If the team were to find that a developer had gone bankrupt then depending on the status of the development the impact on the Council would vary. Different scenarios and the outcomes in such an eventuality might be as follows:

- The development is partly completed and there is no bond:

  If/when sold to a new developer then any outstanding and still to be triggered obligations will be passed on to the new developer, unless there is wording in the S106 agreement that prevents this. This is because the new owners are "successors in title" and as such, they are obliged to fulfil the obligations.

- The development is partly completed and there is a bond:

  The Council may decide to call in the bond.

- The developer has completed the development and sold all properties and there is no bond:

  This would have to be pursed through debt recovery and may mean that any outstanding sums would need to be written off.

- The developer has completed the development and sold all properties and there is a bond:

  The Council will have the option and ability to call in the bond

44. The last two examples above should not occur, however, as the team monitors all sites on a regular basis.

Accounting for contributions received

45. All of the S106 agreements which secure contributions to County Council service infrastructure are individually referenced (using an alpha numeric coding) to aid referencing and to help track the contributions through the Council's finance system

46. S106 contributions are held under a specific profit centre and multiple general ledger codes within the Council's Balance Sheet.

47. To abide with current financial regulations several processes have to be followed. Individual contributions have to be recorded under one of four codes

within the Council Balance Sheet accounts. There is a code for each of the following:

- Contributions with repayment conditions (longstops):

    (a) which must be spent on revenue expenditure;
    (b) which can be spent on either capital or revenue expenditure;

- Contributions with no repayment conditions (longstops):

    (a) which must be spent on revenue expenditure;
    (b) which can be spent on either capital or revenue expenditure;

48. Individual expenditure transactions incurred during the year may be from contributions received in the year or from contributions received in previous years. Each must accordingly be separately identified. Likewise, it is necessary to identify, for every individual balance held with a repayment condition, whether it is a short-term or long-term creditor and whether or not it is going to be used or repaid in the next financial year.

49. To assist in the robust monitoring and auditing of the agreements the County Council must be able to identify the individual payments received, interest accrued and expenditure incurred for each type[21] of contribution within an individual agreement separately. To enable this to happen the authority's Infrastructure Funding team (IFt) uses further sub-coding which enables the team not only to identify individual agreements but also the service area to which they are connected.

50. The IFt is also responsible for ensuring that the general ledger codes under which the contributions are held within the balance sheet are regularly monitored and reconciled and that all contributions and any movements within the accounts are accounted for. The team therefore produces a "year-end" work paper for Corporate Finance and this is submitted as part of the Council's final accounts to the auditors for auditing.

51. Throughout the financial year the IFt raises invoices for the various developer contributions and updates the databases holding the financial records, including the various payments made. At the year-end the corresponding expenditure is added to the team's database and so too interest allocations accrued on balances through the year. The interest allocations serve to help secure the real value of received contributions and are put where necessary towards delivering the various infrastructure items. Where interest accrual is not necessary to deliver the infrastructure provision it may be retained[22] as a corporate resource.

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[21] E.g. Primary education, Secondary education, library, bus transport etc.
[22] Except in cases where the accrual of interest is a requirement of the S106.

Reporting on S106s

52. Information on developer contributions is prepared twice per year for all Locality meetings. An example of the typical information provided is shown in Annex 6 of **Appendix 1** (link below); this information is provided by the IFt. Similar information is also provided upon request to individual parish and town councils.
http://mycouncil.oxfordshire.gov.uk/documents/s29647/6a.%20S106%20Allocation%20Management_Annex%201%20to%208.pdf

53. The information provided is a summary snapshot of the data set out by the Locality teams, identifying the uses to which the contributions are to be put and the parishes within which the individual developments which give rise to the contributions actually sit.

54. The schemes to which the funds are allocated are set out by the Locality teams with respect to transport infrastructure and services and by the corresponding service areas with respect to other infrastructure.

55. The County Council is developing an integrated spreadsheet for strategic infrastructure tying in the developer contributions funding to other funding available/sought. This Master Spreadsheet lists all strategic schemes for identified growth areas, including all Local Transport Plan 4 (LTP4) schemes and those identified on the Council's Capital Programme. However, it does not include minor potentially S106/S278 related schemes. A parallel comprehensive spreadsheet for that element of infrastructure is being planned.

56. The various S106 funds identified in each Locality area come from a variety of S106 agreements across the corresponding District Council areas and copies of all County Council related agreements are available from the IFt. In addition, the websites of South Oxfordshire District Council and the Vale of White Horse District Council both contain copies of legal agreements securing contributions to both District and County functions. However, both sites include monies and agreements related to S278 agreements (highways works) as well as S106 agreements.

Expenditure

57. Allocation of funding and approval to spend follows the County Council's capital programme process. Guidance as to the governance of allocating S106 capital resources in line with corporate objectives and priorities is available on the intranet. The most numerous categories of developer contributions are those under Transport where the allocation of contributions is managed by the appropriate Principal Infrastructure Planner for each Locality[23]. The specific contact details for the key officers in determining and agreeing allocations are provided to each Locality meeting as part of the regular reports.

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[23] For South and Vale: Cathy Champion; For Cherwell & West: Jacqui Cox; For Oxford: Martin Kraftl

58. Because of the number and sporadic nature of transport contributions a key officer[24] progresses the allocation and expenditure/delivery of non-strategic funding and schemes. This (transport) Developer Schemes Co-ordinator, who operates from County Hall, liaises with both local members and Parish/Town councils to move forward delivery utilising held developer contributions. This liaison includes consideration of potential reassignment of S106 funds towards infrastructure from the prime intention specified and allowed for in the S106 agreements. Potential reassignment of non-transport funds, if considered, can be raised again through the contact officers identified in the Locality Reports.

59. The assessment of any reassignment will be considered both by the relevant contact officers as well as the IFt and the Principal Infrastructure Planners in Locality Teams in the light of the content of the specific S106 agreements. Where necessary, the payers of the contribution and the relevant District Council will be contacted so that any obstacles (including potential payback of the monies) are addressed prior to confirmation of alternative uses.

60. As with all S106 agreements where there are longstops for potential repayment of unspent monies, if such funds are not spent by that date the developer may request the repayment of the contributions, Officers monitor (and report as a KPI) any contributions where the longstops fall within the next two years on a rolling programme. Officers will seek to renegotiate a use of a contribution where the return of funds would otherwise be considered likely if the original use of funds was no longer feasible.

Community Infrastructure Levy

61. Unlike the S106 process, where both the County Council and the District Councils are able to enter into agreements, the Community Infrastructure Levy (CIL) is a infrastructure funding process led and to a large extent controlled by the District Councils. CIL charges are set by the Charging Authorities (Districts & City in Oxfordshire), based on the size and type of the new development and the viability of development in that area.

62. The CIL Regulations provide for local authorities to set out a list of those projects or types of infrastructure that will or may be wholly/partly funded through the levy. This is known as the Regulation 123 (Reg 123) list. Once a Reg 123 list is approved (by the District) in practice neither District or County councils are able to seek S106 contributions towards items on the list. The levy is intended to provide infrastructure to support the development of an area, rather than (as in the case of S106s) making individual planning applications acceptable in planning terms. As a result, site specific impact mitigation via S106 provisions may still be necessary in order for a development to be granted planning permission.

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[24] The Developer Schemes Co-ordinator (Geoff Barrell)

63. Currently in the county, only Oxford City Council (since October 2013) and South Oxfordshire DC (since April 2016) Oxfordshire are operating a CIL. In Oxford the County and City Councils consider the allocation of CIL funds by means of a protocol setting out the liaison and bidding/allocation process to secure funds from the levy. A corresponding protocol with SODC has yet to be concluded. It is expected that similar provisions will be agreed with the remaining Districts (possibly through a county-wide arrangement) as CIL is further rolled out over the next two years.

64. There is no predetermined proportion of CIL which is passed to the County Council. However local Parish and Town Councils receive between 15% & 25% of the levy[25] raised by the development in their communities. The District Council is also able to spend 5% of the total levy receipts on administering the CIL process. Consequently between 70% and 80% of the actual levy received by the Districts will be available to help fund the District's and/or their partner's (such as the County Council's) infrastructure requirements.

65. Summary information for Oxford City since the inception of CIL charging arrangements in that area is shown in Table 6, overleaf.

Table 6: CIL receipts and expenditure in Oxford City

	2013/14	2014/15	2015/16	2016/17	Total
	£	£	£	£	£
Total receipts	7,064	1,379,000	2,046,196	3,345,196	6,777,456
Total Expenditure	0	0	350,000	350,000	700,000
Applied to Administration	353	68,950	103,510	172,813	345,626
Passed to a local council	0	14,895	18,941	33,836	67,672

Conclusions

66. This paper has sought to address the series of questions which members have raised about the operation of S106 and CIL processes in Oxfordshire and to set these in the context of the greatly-increased levels of development activity in the county. Officers will be pleased to assist with any further questions which members may have about these and other related matters at the meeting.

RECOMMENDATION

67. **The Committee is RECOMMENDED to note the report.**

Bev Hindle, Acting Director for Environment and Economy

Contact Officer - Chris Kenneford, Service Manager - Planning Regulation
01865 815615

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[25] With an approved Neighbourhood Plan in place 25% of any CIL receipts related to development within that Parish/Town must be passed on to the Parish/Town Council. Otherwise it is 15%.

Division(s):

PERFORMANCE SCRUTINY – 25 JUNE 2015

S106 Allocation and Management

Report by Director for Environment & Economy

Introduction

1. This report provides an overview of the S106 process and the monitoring of the agreements as well as an overview of the management of risk of payback of contributions to developers and landowners. The Performance Scrutiny Committee is asked to:
    (a) Note the summary of the developer contributions secured, held and spent; and
    (b) Note the impacts of changes arising out of the introduction of the Community Infrastructure Levy Regulations

What are Developer Contributions?

2. Developer contributions are financial payments made to local planning authorities to ensure that appropriate development can be accommodated without unacceptable burdens being placed upon existing communities and the environment. They can help provide various items of infrastructure and service delivery (such as bus service provision) which help to support all of the Council's four strategic priorities and are crucial to achieving healthy and thriving communities. Contributions can be secured as part of planning obligations under s106 of the Town and County Planning Act 1990 or through the Community Infrastructure Levy (See below) under the Community Infrastructure Levy (CIL) Regulations 2010.

3. Contributions are secured by way of legal deeds known as planning obligations[1] (under the 1990 T&CPA) which are negotiated, in the context of planning applications, between local authorities and persons with an interest in a parcel of land (commonly developers or land owners). They can be attached to a planning permission to make acceptable a development proposal which would otherwise be unacceptable in planning terms.

4. Planning obligations can only be sought where they meet the three tests set out in Regulation 122 of the CIL Regulations 2010, in that they must be:
    (a) Necessary to make the development acceptable in planning terms;
    (b) Directly related to the development; and
    (c) Fairly and reasonably related in scale and kind.

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[1] Planning obligations are also referred to as S106 agreements, Section 106 agreements, and developer funding agreements. The planning obligations may be either "agreements" where the local authority is a signatory or "unilateral undertakings" where the developer presents the deed to the local authority (but the local authority is not a signatory).

How do we secure and monitor the planning obligations?

5. The county council provides input into major[2] planning applications determined by the district councils through the „Single Response" process. Consultations on planning applications are received by the County Council's Major Planning Applications team (MPAT) which then distributes these to various service and Locality officer teams and the relevant local member(s) to comment on. A collated response identifying the infrastructure and other needs arising from the proposed development and any consequential financial contributions required to mitigate these is then returned to the District Council (as local Planning Authority – LPA) for consideration.

6. Where a Single Response includes the need for contributions (see Annex 1) to mitigate the impact of a development proposal those needs and any financial requirements need to be justified and accord with the tests outlined in paragraph 4.

7. Sometimes once the need for the identified contributions is advised to the LPA and the applicant they may be disputed. Where this happens, the County Council's officers will seek to defend the requirements[3,] which may involve the appearance at planning appeals/public inquires (See Annex 2).

8. Even where the need for the contributions is not disputed there will be a need to agree the terms of the payments, their use and potential repayment mechanisms. The lead teams at the County are Infrastructure Funding Team (IFT), Transport Development Management (TDM) officers and the Legal Unit (LU)[4]. The initial negotiations over the planning obligation requirements are carried out by the IFT and the TDM teams. They will, once agreement is reached in principle, instruct the LU. Thereafter, depending upon the complexity and scale of the proposals and the consequential needs, the three teams will work closely with the district councils and the applicant/developers to complete the s106 agreement.

9. Once the planning obligation is agreed[5], IFT manages and administers the planning obligation for the county council. This work involves detailed use of several sophisticated and detailed spread sheets and databases (see Annex 3). The team calculates and invoices contributions payments and provides information to the various service areas so that the received monies can be used to deliver the appropriate infrastructure and services. The various receipts and expenditure are delivered through the IFT and subject to examination by both internal and external auditors.

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[2] i.e. a planning application for 10 dwellings or more and/or an application for 1,000 sq. of non-residential development.
[3] When the LPAs consider the applications and any requirement for contributions the relevant planning committee may consider the Single Response requirements but not necessarily agree to the need for the contributions.
[4] These key coalface teams are reliant upon support from many teams across the County including such as CEF"s pupil place planning team, and E&E"s property team and Locality teams.
[5] In the case of a unilateral undertaking the County may have little influence over the content

Developer Contributions for Year 2014/15

10. An overview of the year can be summarized as follows:
     104[6]   Planning obligations secured;
     £56.29m   Secured in those obligations. The vast majority of this secured money will be received in future years as the corresponding development takes place.

11. Looking at the actual monies received, spent and the balance remaining:

     £28.51m   Contributions received throughout the year;
     £ 7.72m   Contributions spent during the year;
     £73.91m   Total contributions held at close of 2014/15.

     It is important to note that none of this money can be described as unallocated. The holding of S106 money should not be interpreted as councils sitting on finance that could be spent immediately and for any purpose. As discussed, all S106 money is, by its very definition, allocated and linked to specific schemes for specific purposes that have been negotiated through the planning process. These schemes are or will appear in the Capital Programme of councils. Many of these schemes are linked to developments planned to take place in future years and there are therefore time-lags between receipt of money and when it is spent on infrastructure linked to these developments. This is explained below. These time-lags explain why the council holds money waiting to be spent.

12. The contributions held will go towards various infrastructure items including such as the provision of three new primary schools to be delivered by the end of December 2016. Annex 4 provides a summary of the number of planning obligations and value of contributions secured by the county council in 2014/15 across Oxfordshire. The standout contribution secured (£19.45m) relates to the Graven Hill proposal for 1,900 dwellings. The development will also include a new 2FE primary school[7] which will be delivered by direct delivery[8], . The contributions are index linked to ensure that the real value is maintained in the case of deferred payment or slow progress of the development.

13. Annex 5 provides comparative context to the contribution amounts shown for 2014/15. It also has high level summaries of the income, expenditure and balances for S106 contributions.

14. Because the developer contributions secured under S106s are not paid at the issuing of planning permission, there is inevitably a time lag between the date at which the agreements are completed and the subsequent payment of contributions. Annex 6 compares the value of contributions secured and received against the numbers of dwellings granted planning permission and

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[6] This figure may increase marginally as completed deeds are summarised and logged.
[7] A 2FE school with a 2.5FE core to allow for growth.
[8] The full costs of the school delivery are not reflected in the scale of the secured contributions (only the "embedded costs" - £1.58m are included).

numbers of housing completions in each District. It also provides an illustration of the time-lag related to a strategic-scale development.

15. The receipt of the various contributions then enables detailed work to begin in organising for the received monies to deliver the infrastructure and services necessary to accommodate the development growth. In most cases this will involve another time-lag between the actual receipt of the contributions and the subsequent expenditure.

Allocation, Income & Expenditure of Contributions

16. Developer contributions are predominantly used to fund schemes identified in the Capital Programme as well as, for example; to support the delivery of bus services. The actual use of a contribution is primarily governed by the terms of the corresponding planning obligation from which the contribution derived. As the contributions are secured to mitigate the impacts of specific developments the subsequent use needs to accord with the terms of the provisions of the legal agreements. The specific allocation of developer contributions to individual projects is carried out through the periodic review and updating of the Capital Programme.

In March 2015 37.5% of S106 monies held by the Council related to schemes identified in the confirmed capital programme. At that time we held £79.5m[9] in S106 contributions, which included £29.9m allocated to schemes in the confirmed Capital Programme. A significant portion of the remaining £49.7m will be used towards future capital schemes yet to appear in the programme.

The value of S106 funding commitments in the current capital programme totals £102.61m (Capital Programme Feb 2015). The reason we do not yet hold all of this money is that developments due to make the payments have not yet reached the stages which would trigger the requirements to pay.

Contributions spent by county service infrastructure type is provided in **Annex 5**.

Information provided to Members

17. Information on developer contributions is prepared for various Locality meetings. An example of the typical information provided is shown in **Annex 6**; this information is provided by the IFT. Similar information is also provided upon request to individual parish and town councils.

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[9] Following Year End the balance held has reduced as expenditure in 2014/15 has been removed.

Repayment of Contributions

18. Where contributions have been received for specific schemes it has occasionally been necessary to repay some or all of those contributions. This may occur when the scheme to which the contributions are tied has not progressed by the end of a specific period after the receipt of the monies. This period between receipt and potential repayment is referred to as the "longstop". It is recommended practice to include a repayment provision. The IFT provides (through such as the Developer Funding Accounts Spreadsheet or DFACS – see **Annex 3**) to the service areas information, including such longstops, for all of the contributions received. This enables the management of scheme delivery with minimal repayment risk. However, there are situations when repayments are made. **Annex 8** shows the repayment history from 2006/07.

19. Given that most of the contributions received are <u>contributions towards</u> rather than <u>full funding of</u> specific schemes, there is a risk that pooled contributions as well as scheme specific contributions may need to be returned before they are used.

20. To mitigate the chances of repayment, S106 agreements have in the past been negotiated with as reasonably wide potential use as possible. However, that has not always been possible and given the introduction of the CIL regulations (see below and **Annex 5**) the emphasis/requirement is to have greater linkage between the sums of money and specific schemes.

21. To manage this repayment risk, the council regularly monitors contributions and, beginning at the end of Quarter One of the 2015/16 Financial Year, through the Council's performance monitoring process will flag up any contributions which are within two years of potential repayment.

22. The reasons for the repayment of contributions may include:

    Where contributions are received for specific schemes which are delivered under budget;

    Where contributions are received towards potential schemes (the need for which is subject to subsequent feasibility) which are, following reassessment, not considered to be necessary as the development progresses;

    Where schemes are not deliverable within the longstop. This may be the case for single source funded schemes and for schemes reliant upon cumulative contributions from several developments (the timing of which is not in the control of the county council).

Community Infrastructure Levy (CIL) and changes to S106 regime

23. In April 2010, the CIL Regulations came into force and introduced a new planning charge, the Levy. The intention behind CIL was to bring greater certainty and transparency to developer contributions and speed up the process. CIL is a levy that local authorities (in Oxfordshire only district authorities can introduce CIL) can choose to charge on new developments in their area to help deliver infrastructure to support new development. The money raised can be used to fund a wide range of infrastructure, such as transport schemes, schools, parks, leisure and recreation, green spaces and healthcare infrastructure.

24. CIL charges are set by the Charging Authorities (Districts & City in Oxfordshire), based on the size and type of the new development and after taking the viability of development into account. . The setting of the charges is vetted through public examination but the proposed charges, the collection of the Levy as well as the subsequent distribution of the levy are all controlled by the relevant district council.   The Levy may only be expended on infrastructure. The CIL regulations provide for local authorities to set out a list of those projects or types of infrastructure that it is contemplating funding through the levy; this is known as the Regulation 123 list.   Once a list is provided district and county councils are no longer able to seek S106 contributions towards items on the list[10]. The levy is intended to provide infrastructure to support the development of an area, rather than making individual planning applications acceptable in planning terms. As a result, <u>site specific impact mitigation</u> via S106 provisions may still be necessary in order for a development to be granted planning permission.

25. However, in order to ensure that planning obligations and the levy can operate in a complementary way, the levy Regulations 122 and 123 place limits on the use of planning obligations in three respects:

      they put the Government's tests on the use of planning obligations (see Paragraph 4) on a statutory basis, for developments that are capable of being charged the levy

      they ensure the local use of the levy and planning obligations does not overlap – one cannot seek contributions through S106 process for infrastructure which is identified on the Charging Authority's 123 List.; and

      they impose a limit (5No. S106s) on pooled contributions from planning obligations towards infrastructure that may be funded by the levy. (See below)

26. Within Oxfordshire, only Oxford City Council currently has CIL in place[11]; however, other districts are working towards introducing the Levy.   **Annex 7**

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[10] To avoid "double dipping" i.e. developers paying twice once under S106 and once under CIL to secure the same infrastructure.
[11] At 1 out of the five Oxfordshire district authorities this level echoes the national picture of about 22% of LPAs having introduced CIL by 6th April 2015.

provides the current information on the amount of money generated through CIL in Oxford.

What other changes do the regulations bring?

27. From 6th April 2015, pooling regulations came into force. To encourage adoption of CIL the CIL Regulations 2010 have placed limits (pooling restrictions) on the use of planning obligations[12] through S106 agreements. Since 6th April no more s106 obligations may be entered into in respect of a specific infrastructure project or a type of infrastructure, if five or more obligations for that project or type of infrastructure have already been entered into since 6th April 2010..

28. The pooling restriction has already curtailed (and will continue to do so) our ability to seek various "pooled contributions" to address the cumulative impact of developments.. The pooling restrictions are likely also to have a significant impact upon the securing of developer contributions towards such facilities as secondary schools where the infrastructure (the school) to be expanded/provided addresses the needs arising from many more than 5 developments.

How can members influence what is collected and what is spent in future?

29. The relevant Local Member(s) is/are consulted on major applications in their area as a matter of course through our Single Response process, so when they provide their comments on an application they can use this opportunity to press the case for related infrastructure improvements they feel are necessary. If they are unsure about the rules on what they can and can't seek, the IFT and Locality Managers are always available for help and advice.

30. Allocation of funding and approval to spend follows the County Council's capital programme process.

31. Due to regulation 123 of the CIL Regulations coming into force, the County Council will no longer be able to request contributions for generic infrastructure types (e.g. education), or specific infrastructure projects if five or more obligations for that infrastructure type or project have been entered into since 6th April 2010. The infrastructure needs arising from development are therefore likely to be sought to funded through CIL which is collected by the District Councils. Specific infrastructure projects can also be identified in County Council policies and strategies and these can be used to provide evidence to support not only the negotiation of contributions but also District Council's Regulation 123 lists and local plans. For example, specific transport

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[12] Where a local authority has introduced CIL and has a Regulation 123 list which lists a generic type of infrastructure (such as „education" or „transport"), s106 contributions should not be sought on any specific projects in that category. (from the NPPG)

projects may be identified through the preparation of the Local Transport Plan 4.

32. Where a s106 agreement is secured for specific infrastructure projects arising from site specific mitigation, the contributions secured can only be spent on that project e.g. the need for a new school arising from the impacts a large housing development. The County Council will need to work closely with District Councils in the preparation of their local plans and through the planning application process to identify such site specific infrastructure projects.

Can Parish and Town Councils decide to spend any of the money on things they consider important? If so, how?

33. They can prepare a Neighbourhood Plan; significant funding for infrastructure can follow from these. They can also bring their infrastructure priorities to the attention of their local County Councillor, so the latter can take their views into account in commenting on planning applications through the Single Response process. And they can respond to consultations on key policy documents produced by others (e.g. District Local Plans, CIL Schedules, LTP4), and try to get important local schemes reflected in those.

34. If and when Parish/town councils receive a proportion[13] of the CIL they can spend the money on what they wish; but there will be an expectation that it is spent to deliver the infrastructure priorities for that area identified in the Neighbourhood Plans, Local Plans or the Regulation 123 lists.

Conclusion and recommendations

35. There is a substantial balance of developer contributions (£73.91m) held. The monitoring and managing of the contributions and the optimisation of their use are key factors in delivering infrastructure to support growth. The Performance Scrutiny Committee is asked to:

    (a)   Note the summary of the developer contributions secured, held and spent; and
    (b)   Note the impacts of changes arising out of the introduction of Community Infrastructure Levy Regulations

Sue Scane
Director for Environment & Economy

Background papers:

Contact Officer: Howard Cox, Infrastructure Funding Manager, 01865 810436

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[13] 25% from CIL paid upon development in the corresponding parish/town area if a Neighbourhood Plan exists; otherwise 15%.

Strategic Site Phased Payments

Schedule of Contributions to OCC - Contributions are at 2014 costs bases

Phase 1 of the Development - 1 to 450 dwellings (450 units)
Phase 2 of the Development - 451 to 850 dwellings (400 units)
Phase 3 of the Development - 851 to 1,500 dwellings (650 units)
Occupation of "x" dwellings where "x" is …

These are the titles of the various contributions used in the Definitions in the S106	These are the amounts referred to in the S106	On completion of S106	Implementation of Development	Prior to 1st Occ.	50	70	100	125	200	250	300	350	375	400	451	600	625	700	750	800	875	1,000	Totals
TRANSPORT																							
Public Transport Contribution	1,376,045		153,000					153,000		153,000			153,000		153,000		153,000	153,000			153,000	152,045	1,376,045
RTI Equipment Contribution	86,872		25,000			15,872						20,000			26,000								86,872
Rights of Way Contribution	55,558															55,558							55,558
SUSTAINABLE TRANSPORT																							
Travel Plan Monitoring Fee	15,800		2,500											3,000		3,300				3,000	4,000		15,800
Cycle Path A417 Contribution	505,071									101,000					101,000	101,071		101,000		101,000			505,071
Traffic Order Contribution	25,992										25,992												25,992
EDUCATION																							
Primary Education Contribution Direct Delivery	1,450,303		155,000					550,000		390,000		355,303											1,450,303
Primary Education Contribution Land	8,003,492		800,492				2,401,000			2,401,000	2,401,000												8,003,492
Pri Sch Zero Carbon supplement to Land payment #4. (if Bld Regs indicate)	258,210									258,210													258,210
Secondary Education Contribution	6,220,365		615,000					1,400,000		1,400,000						1,400,000	1,405,365						6,220,365
Special Education Needs Contribution	205,981													70,000						70,000		65,981	205,981
Temporary School Accommodation Contribution	351,735		51,735	300,000																			351,735
COMMUNITY INFRASTRUCTURE / SERVICES																							
Children's Centre Contribution	12,921																12,921						12,921
Adult Learning Contribution	10,377																10,337						10,337
Community Safety Awareness Contribution	25,842								25,842														25,842
Youth Support Contribution	15,506																	15,506					15,506
Library Contribution	69,052													25,000						25,000		19,052	69,052
Adult Day Care Contribution	379,784																			379,784			379,784
Waste Management (Strategic) Contribution	221,230													80,000						80,000		61,230	221,230

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S106 Bond profile example

Legend:
- Payment Due
- Value of Remaining Obligations Actively Being Bonded
- Value of Remaining Obligations Assuming Payments Made to this Stage
- Suggested Value of Bond

Y-axis: Value in £ (0 to 25,000,000)

X-axis: Occupations Triggers Bond Will Cover — Imp, 1, 50, 70, 125, 200, 250, 300, 350, 375, 400, 451, 600, 625, 700, 750, 800, 875, 1,000

Notes

1.) S106 Agreement Figures have been uplifted to 2Qrt13 or March 14. Additional annual increases are at 4.5% compounded

2.) Document created 8th September 2014

Occupations	Implementation*	1*	50	70	125	200	250	300	350	375	400	451	600	625	700	750	800	875	1000
Proposed Value of Bond	11,500,000	11,350,000	10,100,000	10,080,000	5,230,000	5,200,000	5,160,000	5,130,000	5,100,000	4,900,000	4,870,000	4,730,000	2,445,000	2,220,000	2,005,000	1,775,000	750,000	485,000	-
Value of Remaining Obligations Actively Being Bonded	a,b,c,d,e,f*	b,c,d,e,f*	c,d,e,f	d,e,f	e,f	f	g,h,l,j,k,l	h,l,j,k,l	l,j,k,l	j,k,l	k,l,m	l,m,n,o,p,q,r	m,n,o,p,q,r	n,o,p,q,r	o,p,q,r	p,q,r	q,r	r	
	11,559,192	11,323,041	10,099,087	10,080,394	5,230,706	5,198,150	5,159,028	5,124,326	5,097,108	4,892,979	4,862,759	4,727,198	2,441,976	2,219,062	2,005,529	1,772,583	725,194	481,766	-
Payment Due	-	a 236,151	b 2,943,357	c 18,693	d 4,849,688	e 32,557	f 5,198,150	g 34,702	h 27,217	i 204,129	j 253,134	k 2,354,623	l 2,285,222	m 222,914	n 213,533	o 232,945	p 1,047,389	q 243,428	r 481,766
Value of Remaining Obligations Assuming Payments Made to this Stage	20,879,599	20,643,448	17,700,091	17,681,398	12,831,710	12,799,154	7,601,004	7,566,302	7,539,085	7,334,955	7,081,821	4,727,198	2,441,976	2,219,062	2,005,529	1,772,583	725,194	481,766	0

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Page 124

DATED 201[ ]

...

- and -

...

- and -

THE OXFORDSHIRE COUNTY COUNCIL

BOND
relating to obligations in [   ]

P G Clark
County Solicitor
Oxfordshire County Council
County Hall
New Road
Oxford OX1 1ND

T H I S   BOND dated the   day of   20[ ]

MADE BETWEEN

(1)   [   ] (Company number [   ]) whose

        registered offices are situate at [   ]

        ("the Owner")

(2)   [   ] (Company number [   ]) whose

        registered office is situate at [   ]

        ("the Surety")

(3)   **THE OXFORDSHIRE COUNTY COUNCIL** of County Hall ,New Road,

        Oxford ("the Council")

PRELIMINARY AND DEFINITIONS

1.   **"The Adjustment Triggers"** are as listed in Column 1 of Table 2 attached

2.   **"Agreement"** means the Agreement dated the [   ] day of [   ]

        20[   ] between the [Owner] and the Council

3.   **"The Assessment Commitments"** means those Commitments listed in

        Column 2 of Table 2 attached which the Council will assess further to

        Clause 8 at the relevant Adjustment Trigger

4.   **"The Bond Sum"** means the sum of £10,870,000[1] subject as provided in

        Clause 8

5.   **"Commitments"** means the obligations pursuant to the Agreement to pay

        the County Contributions and as applicable to carry out the School Works

        all as summarised in Table 1 attached

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[1] If Primary School Option B applies and Primary Education Contribution Land Payment 2 has been made early i.e. prior to 45th Occupation this will be reduced to £7.93m

6.   **"County Contributions"** means the payments to be made to the Council

       as set out in the Agreement comprising the following sums and defined in

       the Agreement as follows:

"Adult Day Care Contribution"	£379,784 Index Linked
"Adult Learning Contribution"	£10,377 Index Linked
"Childrens Centre Contribution"	£12,921 Index Linked
"Cycle Path A417 Contribution"	£505,571 Index Linked
"Library Contribution"	£69,051 Index Linked
"Primary Education Contribution Land"	£8,003,492 Index Linked
"Primary Education Contribution Direct Delivery"	£1,450,303 Index Linked
"Public Transport Contribution"	£1,376,045 Index Linked
"Rights of Way Contribution"	£55,558 Index Linked
"RTI Equipment Contribution"	£86,872 Index Linked
"Secondary Education Contribution"	£6,220,364 Index Linked
"Special Education Needs Contribution"	£205,981 Index Linked
"Temporary School Accommodation Contribution"	£351,735 Index Linked
"Traffic Order Contribution"	£25,992 Index Linked
"Travel Plan Monitoring Fee"	£15,800 Index Linked
"Waste Management (Strategic) Contribution"	£221,230 Index Linked
"Youth Support Contribution"	£15,506 Index Linked

7.   **"Replacement Bond"** shall mean a bond

      7.1. for the Bond Sum adjusted in accordance with Clause 8;

      7.2. in substantially the same form as this Bond;

7.3. from a reputable financial institution approved by the Council acting reasonably;

7.4. to take effect no later than the expiry of this Bond and which is valid for no less than five years

8. **"School Works"** means the works which the Owner is obliged to execute and complete in accordance with the terms and conditions of Schedule 7 of the Agreement for the provision of a primary school at Primary School Site in the event that Primary School Option A applies

9. **"SUDS Default Payment"** means a payment to be made further to Paragraph 6 of Schedule 6 to the Agreement

10. Words and expressions defined in the Agreement shall have the same meaning in this Agreement unless otherwise provided

11. In the event that the Owner is under an obligation to undertake the School Works Commitment [   ] (Primary Education Payment (Land) 2 and Primary Education Payment (Land) 3) shall be deemed to be fully satisfied and Commitment [   ] (Primary Education Payment (Land) 4) shall be deemed to be partially satisfied to the sum of £[   ] Index Linked on Completion (as defined in the Standard Conditions (Schools)) of the Primary School and Commitment [   ] (Primary Education Payment (Land) 4) shall be deemed to be   fully satisfied on the issue of the Defects Liability Certificate (as defined in the Standard Conditions (Schools)) in respect of the Primary School

NOW THIS DEED WITNESETH as follows:-

1. The Owner and the Surety are jointly and severally bound to the Council for the Bond Sum

2. The Council may prior to the expiry of this Bond call for the Surety to make payment of the sum outstanding (including interest payable pursuant to the Agreement) if the Owner shall fail to pay any part of the County Contributions or SUDS Default Payment due under the provisions of the Agreement

3. The Council may prior to the expiry of this Bond call for the Surety to make payment to the Council to satisfy and discharge the established and ascertained damages sustained by the Council if the Owner defaults in executing and completing the School Works in accordance with the provisions of the Agreement subject to a maximum liability of £[   ] Index Linked

4. The Council may prior to the expiry of this Bond call for the Surety to make payment of the Bond Sum in the event that by the date which is 6 months before the expiry of this Bond no Replacement Bond has been supplied to the Council [   ]

5. Any claim hereunder shall be accompanied by a statement signed by the County Solicitor that the amount claimed represents the amount payable in accordance with the Agreement and that such payment then due has not been paid or that that the amount claimed represents the amount payable in accordance with this Bond or that a Replacement Bond has not been provided by the date which is 6 months before the expiry of this Bond And such statement shall be conclusive evidence (and admissible as such) that any sums stated therein are properly due and payable to the Council. Without prejudice to the generality of the foregoing none of the following shall be required:

   5.1. the Council being obliged to make any enquiry of the Owner or the Surely

   5.2. the need to take any legal action against the Owner

5.3. any proof of default or liability on the part of the Owner

6. The Surety shall within [14] days after service of any claim pay the Council the sum specified in such claim and shall not be entitled to delay or withhold payment for any reason notwithstanding any objection by the Owner or any other party Provided Always that the maximum aggregate liability of the Surety does not exceed the Bond Sum

7. The Council may make as many separate claims under this Bond as it considers appropriate provided that they shall not exceed in aggregate the Bond Sum and provided further that in each case the claim accords with the provisions of this Bond

8. Within two months of each Adjustment Trigger (which for the avoidance of doubt is not attained until any interest on late payments has been discharged) the Bond Sum shall be reassessed by the Council as follows

8.1. The Council shall calculate the relevant Assessment Commitments by index linking those Commitments to date of that Adjustment Trigger applying the relevant indices as set out in the Agreement

8.2. The Council shall then estimate when each of the Commitments comprised in the relevant Assessment Commitments shall be payable or as applicable be satisfied and adjust the sum calculated further to Clause 8.1 for that Commitment by allowing for future indexation compounded annually (applying the relevant index as set out in the Agreement) up to the estimated date of payment or as applicable satisfaction. In estimating the annual indexation rate to be applied the Council acting reasonably shall have regard to those matters which it considers relevant

8.3. The Council shall then aggregate the sums calculated further to Clause 8.2 for the relevant Assessment Commitments and if the aggregated sum is less than the Bond Sum the Bond Sum shall be reduced to that lesser amount

9. Without prejudice to the generality of clause 7 the obligations of the Surety under this Bond shall not be affected by any act, omission or matter which might (but for this clause) operate to release or discharge such obligations in whole or in part, including without limitation:

9.1. any time or waiver or accommodation or credit granted to the Owner or the Surety or any abstention from enforcing the Council's rights against the Owner or the Surety;

9.2. any variation of or amendment to the Agreement (and references to the Agreement in this Bond shall be references to the Agreement as so varied or amended from time to time) or in the extent or notice of the School Works;

9.3. any obligation on the part of the Owner being void;

9.4. the bankruptcy, liquidation or insolvency of the Owner or the presentation of a petition for the making of an administration order in respect of the Owner or the making of any such order or the appointment of (or giving of notice to appoint) an administrator in respect of the Owner;

9.5. any thing or matter that would or might have discharged or affected any liability if the Surety's obligation under this Bond had been secondary rather than primary

10. This deed gives no rights under the Contracts (Rights of Third Parties) Act 1999 but this does not affect any rights which are available apart from that Act

11. This Bond shall be valid from the date hereof and will remain valid until 5.00 pm on the [*this will be 5 years from the date of the bond*] when it will expire and cease to be of effect whether returned to the Surety for cancellation or not unless a prior claim has been received by the Surety at [   ]

12. This Bond shall be governed by and construed in accordance with English law and the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim arising in connection with this Bond.

THIS BOND has been executed as a deed and is delivered the day and year first before written

[THE COMMON SEAL of   )

OXFORDSHIRE COUNTY COUNCIL   )

[_____]   )

was hereunto affixed in the   )

presence of:-   )

                    ]

THE COMMON SEAL of   )

[_____]	)
[_____]	)
was hereunto affixed in the	)
presence of:-	)

Director

Secretary

THE COMMON SEAL of	)
[_____]	)
[_____]	)
was hereunto affixed in the	)
presence of:-	)

Director

Secretary

EXECUTED and **DELIVERED** as a	)
DEED by [_____]	)
acting by its duly authorised	)
attorney in the presence of:	)

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