

SCRUTINY ANNUAL REPORT 2007/8



(Subject to further design adjustments)

Introduction

Last year the scrutiny annual report outlined the work undertaken by each scrutiny committee. This year scrutiny councillors wanted to focus not just on what they've done, but on what they have achieved and how their achievements have helped the council achieve its strategic objectives.

Scrutiny is a juggling act. Scrutiny is independent of the Cabinet, but it must add value to the work of the council as a whole. Although scrutiny members work in discrete scrutiny committees, each looking at a different area of the council's work, they all focus on holding the Cabinet and directorates to account. While scrutiny is independent of the Cabinet, committees are also mindful of the council's strategic objectives, and try to ensure that their work adds value to the work of the council as a whole. Sometimes there is a necessary time lag between making our recommendations and their implementation, which is why we monitor the implementation of our recommendations after one year and at appropriate intervals thereafter.

The past year has been one of mixed performance. Scrutiny has completed some good pieces of work which have achieved tangible results. Scrutiny committees provide an important forum for debate and for councillors to listen. Scrutiny committees have heard from hundreds of witnesses in the past year, from all perspectives and positions. The full list of all those who have contributed to scrutiny reads as an impressive reminder of the sheer breadth of people who are involved in either delivering or using the council's services, scrutiny has provided those people with a voice. This is an achievement to be proud of.

However, there are improvements to make in the future. Scrutiny members want to maximise the benefit of the resources they have available and ensure an increasingly strategic focus for their reviews. There is recognition that there needs to build more flexibility in work planning to ensure that committees can respond to new and emerging issues.

By the time of the next annual report it will be demonstrable that:

1. The work programme was vigorously managed.
2. Scrutiny reviews were seen to be more strategic.
3. Review recommendations added value to the work of the council.
4. Scrutiny committees continued to listen to the public and engage with those whose voices are seldom heard.

Councillor Lawrie Stratford, Chairman of the Corporate Governance Scrutiny Committee and the Scrutiny Co-ordinating Group and
Joanna Simons, Chief Executive of Oxfordshire County Council

Strategic Objective: A World Class Economy

“ The world and its economy is growing increasingly complex. To respond to these changes the county is committed to working more closely with others, for example through the Local Area Agreement. Partnership working can be more difficult to scrutinise as it takes place outside normal council boundaries. However, my committee takes an active role in monitoring the effect that agreements such as the South East Plan have on the economy of Oxfordshire. In this way my scrutiny committee ensures that those responsible for delivering improvements to our local economy are held to account.”

Councillor Colin Lamont, Chairman of the Environment and Economy Scrutiny Committee.

The long term

Scrutiny is not just about looking at where we are now; it's also about looking at the challenges of tomorrow. Our population is ageing and this has an impact on our current and future economy. The Oxfordshire Joint Health Overview and Scrutiny Committee, working with the Social and Community Services Committee, looking at how the county council should respond to this demographic change.

The review looks at the impact the ageing population will have on all of our services, from housing to transport, from health to money. The review has heard from current service users and their representative voluntary groups. They listened to the lessons that can be learnt from what we do now. They also considered how the council should plan for the future needs of its older population, and how to manage the effect that this demographic change will have on our public services and economy. The recommendations they will make will not just influence how older people live now, but how they will live in the future. This is what scrutiny can and should be about.

Managing our money now

As well as looking forward, scrutiny also looks in detail at what the county council and our partners are doing now. Scrutiny committees are actively involved in monitoring the budget. Each committee looks at the council budget as it affects their area of service delivery, and the Corporate Governance Scrutiny Committee looks at the budget as a whole. The Cabinet member for finance reports to the corporate government committee on a quarterly basis.

Scrutiny contributes to the council's annual budget setting process and supported the following proposals which were accepted by Cabinet and agreed by council:

- An additional £1.8 million pounds to help the council deal with the demographic pressures of an ageing population.

- Allocating £450,000 to breaking the cycle of deprivation
- Allocating £350,000 to raising educational achievement
- Funding Cogges Manor Farm for the next financial year
- Funding Victoria County Histories for the next three years
- To make only low level reductions to the funding of arts organisations
- No reduction to the book fund

Local Area Agreement/Partnership Arrangements

As the world and the economy becomes more interdependent, so too have our relationships within Oxfordshire. We have built formal and informal partnerships with the private and public sector to enable us to deliver better services.

The Local Government and Public Involvement in Health Act set out a vision of localism that depends on strong local strategic leadership. The aim of the partnership arrangements are to provide services in a more joined-up way that better reflects what people need. These developments are part of a pattern which will see a growth in separate organisations pooling their budgets so that the funding of services transcends organisational boundaries to focus on delivering services where they are needed.

The Corporate Governance Scrutiny Committee undertook a review to identify ways in which the council should be responding to the challenges of partnership. They held a public meeting in which they spoke to the council's partners and to those responsible for delivering our partnership goals.

The Review made a number of recommendations to redress the perceived democratic deficit around partnership arrangements and the group continues to monitor this issue.

The Review identified that more needed to be done to secure greater involvement from the private sector and as a result three high profile private sector executives have joined the Partnership Board. A working group has been set up to look at how partnerships can be held to account and the Cabinet has committed to actively promoting the benefits of partnership working to the general public.

Strategic Objective: The Environment and Climate Change

Scrutiny committees can call witnesses from within and outside the council. This puts them in a strong position to understand where we are now, the challenges we face and how we might respond to them.

Improving air quality and reducing our carbon emission

The council's large scale investment in cycle paths had not resulted in the expected increases in cycling. The Environment and Economy Scrutiny Committee decided to investigate whether the council's cycling policies had provided value for money and what low cost steps the council could take to promote cycling to work. The review group heard from cyclists and policy makers. It heard of the difficulties cyclists encounter when cycling to work. The committee recommended low cost measures the Cabinet could adopt to make cycling safer and asked that the council take further steps to ensure that we lead by example, doing all we can to help our employees cycle to work. The committee's recommendations will be considered by the Cabinet in July.

Mitigating the effects of climate change: Flooding

Floods will always occur and are part of the natural functioning of river systems. Floods cannot be completely prevented. Flooding occurs in a number of different ways with many properties affected by rising groundwater and from the overwhelming of drainage infrastructure. The Environment and Economy Scrutiny Committee accepted that floods were a fact of life, but wanted to explore ways to minimise and manage the risk of flooding.

The review was prompted by a history of severe flooding in various parts of the county culminating in the severe flooding event in July 2007. Many of the members had seen first hand the effects the floods had on their constituents and wanted to be sure the council and other agencies were working together to do all they could to manage and minimise the effects of flooding.

The group were asked to form a view on the factors which contributed to or exacerbated the flooding in July 2007. The group heard evidence from those affected by the floods and those with responsibility for managing the waterways. The review has just finished and has made recommendations on the practical actions which could be taken, by each, and all, responsible agencies, to improve flood prevention and reduce the impact of flooding.

The recommendations will be presented to Cabinet in September.

Strategic Objective Healthy and thriving communities

“The Social and Community Services Scrutiny Committee embodies the principle of scrutiny as a critical friend. Besides its role as a critical friend, a significant role for scrutiny is to contribute to policy making during the formation of new initiatives; this can be performed during meetings of the scrutiny committees or by discussions during the formation stages with officers and Cabinet members.

We listen, we acknowledge when work is being done well and we make suggestions where there are areas for improvement. The strong relationship we have with officers in Adult Services has meant that we were able to advocate for more money where the people on the ground need it. We were also able to hold officers to account where the service we offer the public could and should be better, for example when they are discharged from hospital needing social services help. “

Councillor Don Seale, Chairman of the Social and Community Services Scrutiny Committee

There are many elements to building healthy and thriving communities. The Social and Community Services Committee have been involved in scrutinising the plans that underpin the council's commitment to community. Where necessary, the committee asked that these plans focus more on those groups who are often overlooked in society, and these comments have been taken on board and reflected in the plans the council has made. The committees have also taken steps to ensure that as a council we are addressing the core components of community.

Healthy children

“A Healthy School is one that is successful in helping pupils to do their best and build on their achievements.” (“National Healthy Schools Status – A Guide for Schools”, joint Department for Education and Schools and Department of Health document).

Healthy children are at the heart of a thriving community. Many of our schools are working hard to achieve healthy schools status. The council has recently appointed a Healthy Schools Champion to promote good practice and to encourage celebratory events to recognise the work of healthy schools. The creation of the post of Healthy School Champion came as a result of the Children's Services Scrutiny Committee's review of healthy schools.

The Review set out to investigate how the Healthy Oxfordshire Schools Programme was being implemented in the county's schools and how effectively it was working. The review group was impressed by the effectiveness with which the overall programme was being delivered and implemented in schools. The group asked the Cabinet to endorse innovative practices such as the healthy schools newsletter and celebratory events.

Supporting everyone

In every community there are those in need of additional support, and identifying and working with such people is vital for the health of the community as a whole. The Children's Services Scrutiny Committee conducted a select committee style review into communication with parents of children with special educational needs. The committee concluded that communication with parents was too complex and needed to be simplified. The committee made a number of recommendations to the Cabinet, including the recommendation that there is a single point of contact for parents of children with special educational needs and that the council look at its provision of respite care for this group of parents. The Cabinet accepted all of the committee's recommendations and the committee will review how they have been implemented in the autumn.

Neighbourhood Action Groups (NAGs)

Neighbourhood Action Groups (NAGs) are a way in which local people can identify the particular problems that stifle their community. Some councillors were, however, concerned about potential inadequacies in NAGs governance arrangements and were worried that communication between the NAGs and the council was being lost.

The Community Safety Scrutiny Committee held a select committee style day to talk to members of NAGs to understand how the council and councillors should best engage and support NAGs. One of the key recommendations was to request Thames Valley Police produce a comprehensive governance framework for use by all of the county's NAGs. The committee also asked Thames Valley Police to offer training to all groups whose services and resources could support NAGs, in order to increase the capacity and effectiveness of NAGs.

Those who are seldom heard

For a community to thrive it is important that everyone has a voice. It is estimated that Oxfordshire has about 12,000 young carers, young people looking after an adult. The county council only effectively reaches a small proportion of these, partly because many young carers are reluctant to identify themselves. The Children's Services Scrutiny Committee was concerned that young carers were not being identified and that there were gaps in the multi-agency approach necessary to assess their needs and wishes. The review group spent considerable time meeting with and listening to young carers. The group also spoke to those who provide support to them and discussed ways in which the county council could help both young carers and those who work with them. The group's recommendations will be considered by Cabinet in July.

Strategic Objective : Better Public Services

“The Community Safety Scrutiny Committee takes an active role in enhancing the safety of the people of Oxfordshire. A good example of this is the review we are currently working on looking at whether the county council is prepared for a possible flu pandemic. We are asking all of the service providers to come to our committee and outline their plans in the event of a flu pandemic. Our committee will ensure that Oxfordshire County Council will continue to run its core services if the unthinkable happens. “

Councillor Rodney Rose, Chairman of the Community Safety Scrutiny Committee

Planning and prioritising

Each of the council's services are built on careful planning and prioritisation. All of these plans centre on how we are going to deliver the best public services we can.

Where appropriate, scrutiny committees take an active role in monitoring the plans that relate to their public service area. Committees influence both the big scale plans, such as the Children and Young People's Plan which underpins our service delivery to the children and young people of Oxfordshire; and the smaller scale plans such as the plans to improve hospital discharge. By scrutinising the conception and implementation of plans and proposals committees influence which priorities are driving the improvement of our public services and how effectively we are delivering them.

Supporting front line staff

High quality public services depend upon having high quality front line staff. The Community Safety Scrutiny Committee undertook a review of the impact recent national and local policy initiatives have had on the recruitment and retention of retained or “on call” firefighters. The committee talked to retained firefighters and were impressed by the commitment and dedication they showed to their work. They heard of the compromises they make in their professional and private lives to serve the communities of Oxfordshire and listened to their suggestions as to how we might recruit and retain more people to the role. The committee made recommendations to the Cabinet which will be considered in July.

Providing for people at difficult times

There are times when people are going through events so difficult, that they shouldn't even have to think about whether council services will perform at their peak, they should be able to take this for granted. The Community Safety Committee wanted to ensure that the families of service personnel who have died overseas receive the best possible service from the County

Coroner. They were also concerned that the additional pressure on the service caused by the increase in military inquests would not have an impact on the service the coroner provided to other families experiencing loss. During the review the government decided to postpone the proposed bill to reform the coroner's service. The committee decided to issue an interim report and set up a working group to monitor the passage of the Coroners Reform Act through Parliament.

Planning Preparation and Assessment Time

For us to deliver better public services we need to listen to those at the coal face. The Children Service's Scrutiny Committee decided to talk to schools about the impact the introduction of Planning Preparation and Assessment Time (PPA) had on their schools.

Phase 3 of the National Agreement on Raising Standards and Tackling Workload guaranteed all teachers 10% of their timetable for PPA time from September 2005. The review considered how PPA time had been implemented and its impact during the first and the second year.

The review group invited all teaching staff and governing bodies in Oxfordshire to complete questionnaires, of which 532 were returned. The review found that in almost all schools, teachers have timetabled PPA time. The group found that the provision of PPA time had been of benefit to the morale and workload of most teachers. A variety of models had been adopted to release teachers for PPA time. Most schools use a mixture of qualified teachers and unqualified teachers to cover classes. In some cases the teaching assistants led classes on their own, at other times in groups.

The Cabinet recognised the valuable contribution made by head teachers and teaching assistants and agreed to continue to review its model pay policy and personnel guidance for schools, with a particular emphasis on the role and remuneration of school support staff.

Listening to you

“Scrutiny welcomes requests for help from many members of the public: we are keen to be the ear of the council .We listen to the issue, reflect upon it and pass on our recommendations to the Cabinet for a decision and action. During the last year, we have listened to parents of children with Special Educational Needs and to young carers who shoulder the arduous responsibility of caring for family members whilst still at school. We listened to the concerns of the teaching profession, Governors and school children when our Review group responded to a request from Cabinet to assess the impact of the Planning ,Preparation and Assessment Time policy on the workload of teachers and the effect on the curriculum for pupils. We also listened to the representatives of the local community with regard to Peers Academy and we shall continue to represent the views of all our constituents to policy makers at County level. We are always delighted to hear from members of the public and we are grateful to those who took the time to talk to us.”

Councillor Sue Haffenden, Chairman of the Children’s Services Scrutiny Committee.

A list of witnesses we have listened to in the past year is attached at Appendix One.

What happens when we listen

We listen and then we make recommendations to Cabinet. When Cabinet members accept a recommendation we monitor how it is implemented to ensure that Cabinet has given full effect to its commitment. This is how things change because we listen to those at the front line of service provision and to those who use and rely on public services.

Not all of our recommendations are accepted, and we are looking at ways in which we can improve the recommendations we make by making them more clearly evidence based and by costing them more fully.

“The Oxfordshire Joint Health Overview and Scrutiny Committee (OJHOSC) knew that there was significant local concern about NHS proposals for change at the Horton Hospital so we held one of our meetings in public at Banbury. We wanted to hear first hand evidence from everybody who had an interest in the Horton. We had never been happy with what the NHS wanted to do and the evidence that we heard strengthened our concerns. The OJHOSC has the power to refer contested proposals to the Secretary of State and so that is what we did. The Minister commissioned an independent review which backed our view that the proposals would lead to a reduction in health services available to people in and around Banbury. The Secretary of State agreed and ordered the local NHS to scrap the proposals and think again. That, to our knowledge, was the first time it has happened anywhere in the UK. This was a victory for local democracy and I am proud to have been part of a committee that made sure that the public voice was properly heard.”

Councillor Peter Skolar, Chairman of the Oxfordshire Joint Health Overview and Scrutiny Committee.

In 2006 the Oxford Radcliffe Hospitals NHS Trust (the Trust) produced proposals for major changes to services provided at the Horton Hospital. The proposals involved the closure of some paediatric and maternity services. This caused concern in the local community.

The Oxfordshire Joint Health Overview and Scrutiny Committee (the committee), which includes members from District Councils, insisted that there should be full public consultation on the proposals. The committee listened to the public and at the end of the consultation the committee rejected the Trust’s proposals and asked the Trust to rethink them.

The Trust accepted the committee’s recommendation and after much thought amended their proposals. Again our committee opened the new proposals to consultation. They held, and web cast, a public meeting at which people from all sides expressed their views. The committee heard and reflected on these views and decided they still could not accept the Trust’s proposals. The committee referred the matter to the Secretary of State.

The Secretary of State commissioned an independent review and decided to reject all of the Trust's proposals.

Our Health Committee listened to the people of Oxfordshire, and where they considered that their voices were not being heard, they took steps to ensure that they were. As a result of the actions of the committee, the Secretary of State required the Trust to rethink its proposals and to listen to the public.

Appendix One : List of witnesses

- Derek Holmes – Editor, Oxford Times
- Chief Superintendent Shaun Morley – Thames Valley Police
- Andrea Young – Chief Executive, Oxfordshire PCT
- Linda Watson – Chief Executive, Oxfordshire Rural Community Council
- Bishop Colin Fletcher – voluntary, community and faith sector representative
- Roger Cowdrey – Non-Executive Voluntary Chairman (Oxfordshire Sports Partnership)
- Chris Freeman – Managing Director (Oxfordshire Sports Partnership)
- Wendy Kingsbeer – Health Strategy Officer (Cherwell District Council)
- Nick Welch – Head of Service, Planning & Partnerships (Social & Community Services, Oxfordshire County Council)
- Jackie Wilderspin – Head of Partnerships and Health Inequalities (Oxfordshire PCT)
- Lesley Barter – Area Manager, Oxfordshire Education Business Partnership (Children, Young People & Families, Oxfordshire County Council)
- Cynthia Bartlett – Head Teacher (Bicester Community College)
- Fran Fonseca – Assistant Head of Service, Children Looked After (Children, Young People & Families, Oxfordshire County Council)
- David Jones – Head Teacher (Gosford Hill School, Kidlington & current Chair of Oxfordshire Secondary School Head Teachers' Association)
- Venetia Mayman – Secondary Strategy Manager (Children, Young People & Families, Oxfordshire County Council)
- Dr. John Shaw – Consultant Community Paediatrician (Oxford Radcliffe Hospitals NHS Trust)
- Geoff Bell – Area Flood Risk Manager (West Area), Environment Agency
- John Kelly – County Emergency Planning Officer, Oxfordshire County Council
- Gordon Hunt – Drainage Engineer, Oxfordshire County Council
- Margaret Thompson – local resident
- John Power – local resident (and General Secretary of Osney, St Thomas and New Botley Allotment Association)
- Andy Webber – local resident
- Alison Cobb – local resident (and Chair of Binsey Resident's Association)
- Councillor Jim Moley – County Councillor for Grove & Wantage Division
- Councillor Susanna Pressel – City Councillor for Jericho And Osney Ward
- Councillor Zoé Patrick – County Councillor for Grove & Wantage Division
- Jenny Elliot – Customer Coordinator – Western Provinces (Waste), Thames Water Utilities Ltd
- Rebecca Sherwood – Customer Coordinator – Sewer Flooding, Thames Water Utilities Ltd
- John Townsend – local resident (and former Land Drainage Engineer/ Development Control Officer)

- Graham Long – Maintenance Delivery Unit Manager, Network Rail
- Mary Dhonau – Chief Executive, National Flood Forum
- Graham Shelton – local resident and farmer
- Michael Ryan – Clerk to Northmoor Parish Council
- Steve Smith – Senior Engineer, Oxford City Council
- Nigel Bray – Oxford Flood Manager, Environment Agency
- Louise Thomas – Team Manager - Contact Assessors, Access Team, O.C.C.
- Rachel Atiyah – Unit Manager - City Occupational Therapy Team, O.C.C.
- Tine Rees – Service Manager - Community Integrated Care Service, O.C.C.
- Jon Ray – SAP Project Manager, O.C.C.
- Gavin Barber – AIS Project Manager, O.C.C.
- Richard Hall – ESCR Project Manager, O.C.C.
- Carol Frost – Service Manager - Services To Older People (STOP) Team, O.C.C.
- Jayne Matthews – Service Manager for Community Services, Oxfordshire PCT
- Penny Astrop – Director of Provider Services, Oxfordshire PCT
- Richard Allen – SAP Lead, South Central Strategic Health Authority
- Dr. Neil Bryson – GP, Islip Surgery
- Alice Runnicles – Director of Policy, Information, Advice & Advocacy, Age Concern
- Liz Maughn – Policy Officer for SAP, O.C.C.
- Varsha Raja – Operations Manager - Service Planning and Redesign, O.C.C.
- Simon Kearey – S&CS Business Manager, O.C.C.
- Caroline Parker – S&CS Business Systems Manager, O.C.C.
- Rick Parsons – S&CS Information Governance Officer
- Charles Waddicor- former Director of Social & Community Services
- Val Messenger, Deputy Director of Public Health
- Heather Wicks - Oxfordshire PCT
- Oxford Radcliffe Hospitals NHS Trust Gerontology Services. Paul Purnell also attended
- Age Concern
- Oxfordshire & Buckinghamshire Mental Health Trust
- Suzanne Jones, Oxfordshire PCT and Dr Uy
- Oxfordshire Alzheimer's Society and Oxfordshire Carer's Forum
- Sandra Stapely & Varsha Raja, Social & Community Services
- Linda Currie, Senior Planning Officer, E & E
- Patient & Public Involvement Forums
- Linda Watson, CE, Oxfordshire Rural Community Council
- Philip Newbould, Strategic Lead for Community Transport, ORCC
- Jerry Auton & Andrew Collinge, SCS
- John Nicholls, Divisional Director for Oxon & Bucks, South Central Ambulance NHS Trust
- Yvonne Cox, CE, Ridgeway Trust
- Antoinette Broad- Falls Prevention Servis
- Judith Bernstein- Head of Current Coroner Policy- Communities & Local

- Government (Formerly Department for Constitutional Affairs)
- Tony Chaplin- CSU Manager, Cellular Pathology, John Radcliffe Hospital
- Steven Charteris-Head of Coroner and Citizenship Services, Hertfordshire County Council
- Superintendent Brendan O'Dowda- Local Police Area Commander for Oxford City
- Edward Thomas-HM Coroner Hertfordshire
- Nicolas Gardiner-H M Coroner for Oxfordshire
- Cllr Judith Heathcoat- Cabinet Member for Community Safety, Oxfordshire County Council
- Christine Hurst- Chair of Coroners Officers Association
- Tim Paul- Strategic Finance Manager, Oxfordshire County Council
- Ruth Rees- Team Leader, Oxfordshire Coroner's Office
- Nicholas L Rheinberg-HM Coroner Cheshire
- Sue Meredith- Oxford Cruse
- Chris Mitchell- Former Head of Resources, Oxfordshire County Council
- Glenn Watson- Head of Coroners Service- Oxfordshire County Council
- Geoff Webb- Coroner's Officer (Military Cases), Oxfordshire Coroner's Office
- Mrs K Dickens, Harwell Primary School
- Mrs A Greenwood, Consultant for Inclusion
- Ms A Carter, Senior Adviser, Professional Development
- Mrs J Bennett, Mr M Wright, Mr D Eaton, Oxfordshire Governors Association
- Mr N Baggett, Service Manager (Finance) Children, Young People and Families Directorate
- Ms S Jenkinson, Senior Adviser, Curriculum (Primary), Learning and Inclusion
- A group of Advisers, comprising Mr G Roberts (Modern Foreign Languages), Mr R Hallam (Music), Ms B Lofthouse (Co-ordinating Adviser – Primary Strategy), Mr C Scrivener (Link Adviser and Schools Adviser – Geography Specialist) and Ms S Jenkinson (as above)
- Ms C Meridew, Advisory Teacher, Physical Education (Primary)
- Ms I Vale, Adviser, Religious Education (by email)
- Ms J Watret, Service Manager, Human Resources, Recruitment and Retention
- Ms G Marels, Regional Adviser, Training and Development Agency for Teachers (by phone/email)
- Cllr Michael Waine, Cabinet Member for School Improvement
- Ms T Sangwine, Headteacher, Comper Foundation Stage School, Oxford (by phone)
- Julie Garner – Former Co-ordinator, Healthy Oxfordshire Schools Team – Children, Young People & Families Directorate.
- Giti Paulin - Personal, Social and Health Education Adviser – CYPF.
- Anne Whitehead – Personal, Social & Health Education teacher for primary schools and latterly, Co-ordinator HOST – CYPF.
- Fran Swainston - Deputy Headteacher, Iffley Mead Special School in Oxford.

- Mat Hunter - Banbury Secondary School.
- John Gill - the Warriner School, Bloxham.
- Julie St Clair Hoare – Headteacher and Nicky Hughes, HOS Co-ordinator, West Oxford Primary School.
- The Deputy Headteacher - Uffington Primary School.
- Councillor Marian McNeir and Judy Allies, HSS Co-ordinator - Bath & North East Somerset Council.
- Phil Hibbs – Headteacher, Wantage C of E Primary School (informally)
- Brenda Williams – Secretary of the Council of Oxfordshire Teacher Organisations.
- Mandy Warwick – Clanfield Primary School – (written evidence).
- Alison Roberts – Public Health Manager – Oxfordshire Primary Care Trust.
- Suzanne Bradshaw – Public Health Dietician – Oxfordshire Primary Care Trust.
- Chief Superintendent Shaun Morley (Basic Command Unit Commander for Oxfordshire)
- Inspector Andy Talbot (Oxfordshire BCU Neighbourhood Policing Implementation Manager)
- Sergeant Neville Clayton (Neighbourhood Implementation Manager for Cherwell)
- Councillor Ray Jelf (former Cabinet Member for Community Safety)
- Mr Grahame Helm (Head of Safer Communities and Community Development – Cherwell District Council)
- Mr Paul James (Head of Partnership Working – Oxfordshire County Council)
- Mrs Ruth Whyte (Safer Communities Unit Team Leader – Oxfordshire County Council).
- Written evidence was obtained from the following people:
- Vickie Zielinski (Senior Community Recreation Officer, Environment & Community, Cherwell District Council)
- Tracey Wray (Member of a NAG in the Woodstock area & Contracts Procurement Officer (S&CS) for Oxfordshire County Council)
- Terry Fraser (Wantage East (Vale NAG 4) Chair)
- Rosa Curness (Extended Schools Co-ordinator for the Witney Partnership of Schools)
- A member of the Leys NAG
- Inspector Richard Brown (Cowley NAG)
- Inspector Philip Standish (SE Area Neighbourhood Inspector who sits on the Blackbird Leys NAG and Chairs the Rose Hill, Littlemore and Iffley NAG)
- Glyn Rees (Witney Area NAG Chair)
- Councillor Patrick Greene (Wallingford NAG member)
- James Lewis (Chipping Norton Area NAG Chair)
- Inspector Tom Brooks (South Cherwell Inspector)
- Tony Whiting – Oxfordshire Fire & Rescue Service – community Safety Directorate
- Alun Taylor – Chief Fire Officer – Shropshire Fire & Rescue Service
- Phil Clarke – Training Manager– Shropshire Fire & Rescue Service
- Dave Jennings – Retained Liaison Officer– Shropshire Fire & Rescue Service

- Members of the Shropshire Fire Authority
- Mick Stead – Dorset Fire Authority
- Retained Staff – Oxfordshire Fire & Rescue Service – Focus Group
- John Parry – Chief Fire Officer, Oxfordshire
- Mike Smyth – Deputy Chief Fire Officer, Oxfordshire
- Sue Evans – Fire Service College, Moreton-in- Marsh
- John Johnstone – Fire Service College seconded from CLG
- Ian Mills – Corporate Risk & Performance Advisor – Oxfordshire County Council

Appendix Two: List of reviews undertaken and evaluations of past reviews.

(to follow)