



Notice of a Meeting

Performance Scrutiny Committee

Thursday, 25 September 2014 at 10.00 am

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

Membership

Chairman Councillor Liz Brighthouse OBE
Deputy Chairman - Councillor Neil Fawcett

<i>Councillors:</i>	Lynda Atkins	Yvonne Constance	Steve Harrod
	John Christie	Janet Godden	Simon Hoare
	Sam Coates	Mark Gray	Charles Mathew

Notes: ***Date of next meeting: 18 December 2014***

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 Brighthouse E.Mail: liz.brighthouse@oxfordshire.gov.uk
Policy & Performance Officer	-	Eira Hale, Lead Analyst, Tel: (01865) 323969 Email: eira.hale@oxfordshire.gov.uk
Committee Officer	-	<i>Sue Whitehead</i> , Tel: (01865) 810262 sue.whitehead@oxfordshire.gov.uk

Peter G. Clark
County Solicitor

September 2014

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 630,000 residents. These include:

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

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 10 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

What does this Committee do?

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

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

A hearing loop is available at County Hall.

AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - see guidance note at end of agenda sheet**
3. **Minutes** (Pages 1 - 6)

To approve the minutes of the informal meeting held on 9 July 2014 (**PSC3**) and to receive information arising from them.

4. **Petitions and Public Address**
5. **Business Management Monitoring Report for the First Quarter 2014/15** (Pages 7 - 22)

1010

Head of Policy, Maggie Scott will present a paper outlining the Council's performance for the first quarter of 2014/15. The Performance Scrutiny Committee has invited selected Directors and Deputy Directors to answer questions about specific areas of concern in the performance report.

6. **Pressures and Demands in Children's Social Care** (Pages 23 - 28)

1125

Deputy Director for Children's Social Care & YOS, Lucy Butler, will present a paper to exploring the pressures and demands facing the service. The paper outlines the current levels of demand and caseloads, discusses the causes of the current level of demand and options to reduce this, and describes the impact of the increased demand, including what can be done to reduce the impact or mitigate the effects of the impact on service delivery.

7. **Highways Partnership Contract with Skanska** (Pages 29 - 44)

1145

Deputy Director – Commercial, Mark Kemp will report on the progress of the Highways Partnership Contract since the Highways Maintenance Efficiency Programme (HMEP) Review, identifying areas of good performance, areas for improvement and introducing a business plan, with associated action plan, to take forward some of the key conclusions of the review.

8. Oxfordshire Fire and Rescue Service (OFRS) Performance Update
(Pages 45 - 142)

1205

Chief Fire Officer, Dave Etheridge, and Deputy Chief Fire Officer, Nathan Travis, will present their annual performance update. The update will include the OFRS Annual Report & Response Standards Report, Peer Challenge Report – Response and Action Plan and a presentation on the 365 Alive Outcomes and new targets.

9. OFRS Community Risk Management Plan (CRMP) - Draft Action Plan 2015/16 (Pages 143 - 146)

1250

Deputy Chief Fire Officer, Nathan Travis, will present a report that proposes a number of projects to be included within the Fire Authority's Community Risk Management Plan (CRMP) draft action plan for the fiscal year 2015-16. The proposals summarise areas where the Service's Senior Leadership Team believe service improvements and/or greater value to the wider OCC corporate priorities may be achieved. To meet the requirements of the CRMP process, each proposal will be supported by evidence, validating both their inclusion and their contribution to improved community outcomes and community/firefighter safety. Similarly, each proposal recognises the prevailing economic constraints.

10. Governance & Constitution Review (Pages 147 - 170)

1305

In April 2013, the Council adopted new governance arrangements which came into effect following the May 2013 elections. The Council asked its Monitoring Officer to review the effectiveness of these decision-making arrangements a year after their coming into operation, along with the underlying Constitution. His recommendations will be considered by Full Council on 9 December. This report therefore summarises the emerging issues from the Monitoring Officer's review. This report will be presented by the Monitoring Officer, Head of Law & Governance, Peter Clark.

11. Forward Plan

1320

CLOSE OF MEETING - 1330

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 (01865) 815270 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 Wednesday, 9 July 2014 commencing at 10.00 am and finishing at 12.31 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair
Councillor Neil Fawcett (Deputy Chairman)
Councillor John Christie
Councillor Mark Gray
Councillor Steve Harrod (In place of Councillor Yvonne Constance)
Councillor Simon Hoare
Councillor Charles Mathew
Councillor Zoé Patrick (In place of Councillor Janet Godden)
Councillor Les Sibley (In place of Councillor Lynda Atkins)
Councillor Lawrie Stratford

Other Members in Attendance: Councillor Kieron Mallon (for Agenda Item 7)

By Invitation: Mr Anthony Stansfeld, Thames Valley Police and Crime Commissioner; Sara Thornton, Chief Constable

Officers:

Whole of meeting Eira Hale, Sue Whitehead (Chief Executive's Office)

Part of meeting

Agenda Item	Officer Attending
7	Carys Alty-Smith, Safer Communities Unit; Dave Etheridge, Chief Fire Officer and Community Safety 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 schedule are attached to the signed Minutes.

25/14 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Atkins (Councillor Sibley substituting), Councillor Constance (Councillor Harrod substituting) and Councillor Godden (Councillor Patrick substituting).

26/14 MINUTES

(Agenda No. 3)

Following comments from Councillor Christie the minutes of the meeting held on 5 June were approved and signed subject to the following amendment to the sentence immediately before the heading 'Summary of the Material Concerns':

'Following lengthy discussion and with Councillor Christie expressing the minority view that there had been adequate consultation and all points raised during consideration of the decision it was AGREED (by 9 votes to 2) to refer the decision back to Cabinet on the grounds of material concerns about the lack of proper consultation with Bicester County Councillors'

The minutes of the meeting held on 26 June 2014 were approved and signed.

At this point it was agreed to vary the order of the agenda.

27/14 THAMES VALLEY POLICE - DELIVERY PLAN

(Agenda No. 6)

Sara Thornton, Chief Constable gave a presentation on the performance of Thames Valley Police against the Delivery Plan for 2013-14 and introduced the Delivery Plan for 2014-15 highlighting a number of key areas:

- (1) The number of officers on patrol was showing a slight increase.
- (2) Overall all crimes were showing levels below the national average. Responding to a query she recognised that the crime survey for England and Wales consistently recorded more crimes as it included unreported crimes.
- (3) The current Delivery plan objectives were set out with an indication that below the top level each objective was split into further objectives and sub-objectives. Sara Thornton highlighted the performance against the objectives in Oxfordshire. She referred to a number of initiatives taken including the doubling of special constables in recent years, the Street Triage Project, the Kingfisher operation, response to the flooding, increased use of social media and the use of personal video recording and improved use of IT. A new Code of Ethics was being developed to support the professionalism of the Police.
- (4) With regard to the Street Triage Project aimed at proving an appropriate response to people suffering from mental health difficulties Sara Thornton advised that feedback had been good with a reduction in the use of S136 emergency powers. Sustainability of the project was an issue with funding available for this year in Oxfordshire but not going forward or across the whole Thames Valley area. She asked that where possible Councillors lobby the Oxfordshire Health & Wellbeing Board and the Joint Commissioners of health services to support the project.

- (5) Sara highlighted the funding position commenting that it was about reducing costs whilst protecting front line operations. Collaboration with Hampshire was expected to provide key savings in the future. She added that they had not stopped recruiting. Funding over the next two years was expected to be difficult and it was a question of at what point as a Force do we say that we are cutting into operational capability.

The Chairman indicated that the Police and Crime Commissioner would deliver his presentation prior to questions and debate on both presentations which is recorded under Minute 28/14.

28/14 THAMES VALLEY POLICE & CRIME COMMISSIONER - REFRESH OF THE POLICE & CRIME PLAN 2013-17 & ANNUAL REPORT 2013-14
(Agenda No. 5)

Anthony Stansfeld, Police and Crime update outlining his intentions for refreshing the Police & Crime Plan for 2013-17 and the achievements of his first year in office, highlighting the 3 key priorities of his first Plan of domestic burglary, protecting vulnerable people and rural crime. After a year and a half he was updating his plan with a particular focus on a number of key areas including female genital mutilation, fraud and cyber crime, police file quality and the ethics panel.

During questioning the following points were raised:

- (1) Responding to comments on the level of unreported crime Sara Thornton stated that they were aware of the difference between the crime survey for England and Wales which was about double reported crime. This figure has remained consistent. It was very easy to report crime with the 101 number answered by trained people. Responding to the challenge that people did not report because not much happened she added that some people may have had bad experiences some years ago. Also realistically there were occasions where there were no lines of enquiry and an investigation draws a blank. In the past it had sometimes been about poor feedback and email addresses were now captured to make it as easy as possible for officers to follow up with victims. Anthony Stansfeld added that they had been inspected two years ago and had an excellent report. Certain crimes do get reported, burglaries and murder and crime was coming down. There was an issue with crime in the countryside but action was now taken and crime was being reported.
- (2) Responding to a suggestion that Force neighbours should learn from one another Sara Thornton gave an assurance that they worked very closely together.
- (3) Asked his views on a National Police Force Anthony Stansfeld replied that there had been debate and Forces could not agree on a way forward.
- (4) Members referred to the stress and long term sickness levels of police officers and queried if it could be linked to the need to do more with less? Sara Thornton replied that she had regular meetings looking at sickness levels as it was something she believed needed to be managed very closely.
- (5) Councillors highlighted individual crime figures for their own areas with Sara Thornton responding by providing a context noting that often the percentages were based on very low figures with small changes affecting the percentage

- figures. She could produce those figures for members with the raw numbers rather than in percentages.
- (6) Asked how he knew which crimes were of most concern Anthony Stansfeld advised that he had visited every Council and took their concerns into account alongside the concerns coming from the NAGs.
 - (7) There was some discussion of the fear of crime and the impact of low level anti-social behaviour. Sara Thornton referred to the structure in place to identify and resolve local issues but the issue was how long they would be able to sustain the current operating model that they used for neighbourhood policing.
 - (8) There was discussion of the perception of the Police and Anthony Stansfeld refuted that the perception was appalling in the Thames Valley. On the contrary perception of the Police was good. Sara added that they were not complacent although the figures in the crime survey for England and Wales, which she could provide, showed a difference between the data and press reporting. Pressure and scrutiny on officers was never higher and she highlighted actions being taken.
 - (9) Responding to a question on the proportion of those arrested being cautioned or charged and how many of those went on to a successful prosecution Sara Thornton replied that of those arrested about a third were charged, received a caution or fixed penalty notice. However the threshold for arrest was lower than the threshold for charging so there would always be a gap. She took the point made by the Chairman that if arresting too liberally then then it could impact on confidence of youngsters and it was something to be careful of. Conviction rates in Oxfordshire were at 84%.
 - (10) Responding to questions about whether there was information on the arrest patterns of individual officers Sara Thornton advised that there were no targets set around numbers of arrests or stop and search. Data would be available to local sergeants and Inspectors as part of the appraisal process for officers as the data was recorded. Anthony Stansfeld commented that the use of body worn videos increased the number of guilty pleas,
 - (11) Responding to comments about the Police Federation Anthony Stansfeld stated that he did not recognise the issues raised as relevant to Thames Valley. The complaints he dealt with often went back many years and he felt that the legislation needed review. The Chairman added that she believed they did receive a high number of vexatious complaints and so it was important to have the procedures in place and the data to refute them. Sara Thornton added that she believed the political campaigning of the Police Federation was wrong. However at a local level although she did not always agree with them she had found them helpful over a range of issues. It was not possible with the law as it stood to prevent officers from retiring if they had not been suspended. There was data on the number of retirements and she could provide this to Members.
 - (12) Referring to the pressures on funding and the earlier reference to the Health and Wellbeing Board Councillor Stratford suggested that the Police be more proactive in seeking S106 funding in areas of growth such as Banbury. Sara Thornton agreed it was an area they needed to be engaged in. Anthony Stansfeld noted that it could not be used for extra police officers but that it could help to design crime out.

The Chairman thanked Sara Thornton and Anthony Stansfeld for their attendance. She highlighted valuable joint working between the Council and Police on child sexual exploitation and on flooding. She queried whether the PIs of both organisations could dovetail to focus on working together to keep people out of the criminal justice system.

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29/14 OXFORDSHIRE COMMUNITY SAFETY PARTNERSHIP (OCSP) BUSINESS PLAN REFRESH 2014-15
(Agenda No. 7)

Councillor Mallon, Carys Alty-Smith and Dave Etheridge attended for this item. Carys Alty-Smith gave a presentation on the work of the OSCP that focused on the business plan refresh for 2014/15.

Responding to questions and comments Carys Alty-Smith made a number of points.

- (1) radicalisation was not a problem but they were not complacent and a multi-agency panel met regularly.
- (2) Cycling crime was not seen as a priority and it would need to be raised through the local partnerships. Dave Etheridge undertook to take the matter back to the Road Safety Team.
- (3) Carys Alty-Smith agreed that there were funding pressures and detailed the way in which priorities were arrived at.
- (4) The link to the website giving information about the Partnership would be circulated.
- (5) The Partnership provided a single point of contact for Oxfordshire with a comprehensive business plan. They managed £780,000 of funding on behalf of the Police and Crime Commissioner and joined up the local partnerships providing a valuable place for conversations to happen to support cross county working.

The Chairman thanked the officers and Councillor Mallon for their attendance. Councillor Brighthouse was interested in some of the Partnership's PIs and how they fitted back into the County PIs around issues such as low level anti-social behaviour. She added that a key issue was safeguarding children and the links around children moving on and off plans as partners moved into and out of families to be succeeded by new partners. There was a need to ensure working was joined up

30/14 FORWARD PLAN
(Agenda No. 8)

No matters were raised for inclusion in the Forward Plan.

..... in the Chair

Date of signing 200

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PERFORMANCE SCRUTINY COMMITTEE – 25 SEPTEMBER 2014

BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 1 2014-2015

Report by Head of Policy, Maggie Scott

Introduction

1. This paper provides details of performance for quarter one (April – June 2014) for Performance Scrutiny Committee to consider. Performance dashboards are included at Annex 1 for information and discussion.
2. The key achievements this quarter are:
 - A reduction in delayed transfers of care that are the responsibility of the council – decrease of 22 people per day since the last quarter.
 - A reduction in the number of care home admissions, through increased support to people in their own homes (paragraph 5).
 - Continued high rates of eligible people on Self-Directed Support and reviews completed of service users.
 - Services for children in need of help and protection, children looked after and care leavers were rated ‘good’ across the board by Ofsted in June.
 - A steady increase in the proportion of pupils in good/outstanding primary schools (paragraph 13).
 - Significant improvements in repair rates for highways defects – an 18% rise since the last quarter, in repairs to defects that require attention within 28 calendar days (paragraph 17).
 - The Better Broadband Programme exceeding target (paragraph 18).
 - A fall in the total numbers of unemployed job seekers allowance claimants, bringing claimants to less than 4,000 – the first time since 2008 (paragraph 19).
3. The key issues this quarter are similar to those in quarter four (2013-14). Performance Scrutiny Committee are asked to take particular note of these nine issues;
 - The continued issues over reablement and delayed transfers of care (paragraphs 6,7,8).
 - An increase in the number of people waiting for an assessment or care package to start and proposed actions (paragraph 9).
 - A rise in the average time taken for agencies to start care packages (paragraph 10).
 - A steady rise in the number of children on repeat care plans (paragraph 11)
 - Keeping children safe – high levels of cases. Following previous increases in numbers of children on child protection plans there has

now been an increase in children looked after, which is now over 500 and the highest for over 10 years (paragraph 11).

- Increasing numbers of children being placed out of county (paragraph 12).
- An increase in persistence absence rate – now 2% above target (paragraph 14).
- Over 70% of S106 monies not identified in the confirmed / provisional programme (paragraphs 15,16).
- The performance of drug treatment and rehabilitation (paragraph 20).

Key Performance Issues

4. This section discusses the key performance issues that arise from the performance dashboards. The dashboards can be found in Annex 1.

Adult Social Care

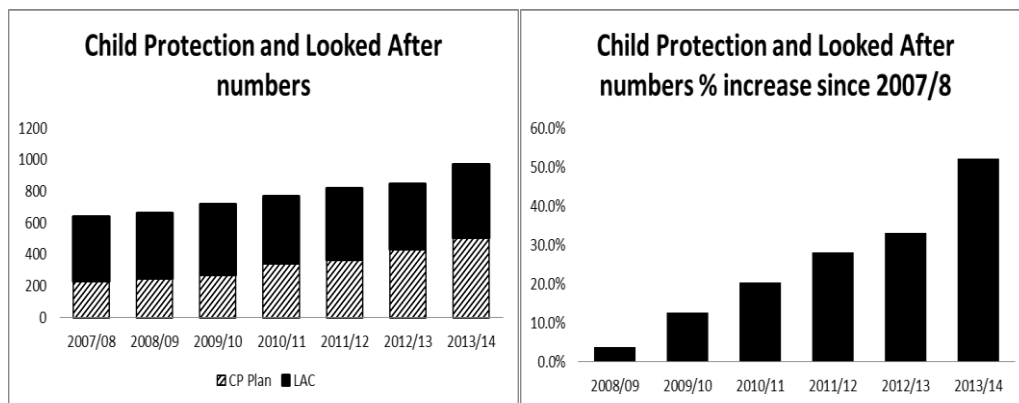
5. **Care home admissions** have reduced this quarter, from 626 people in 2013/14 or just over 12 a week to 117 people in the last quarter or 9 per week. This reduction is due to increases in the numbers of people are being supported in their own homes.
6. **Reablement** and delays in **transfer of care** remain an issue. While the numbers of delayed transfers of care that are the responsibility of the council is on target (see graph below), those that are of joint responsibility (primarily reablement) are still not on target. In the first three months of 2014/15 just 44% of people picked up from hospital were not picked up within the three days as required by the reablement contract. This has significantly affected transfers of care.
7. NHS Elect are reviewing the pathway out of acute hospital and specifically the way the supported hospital discharge service (a service run by acute hospitals in Oxfordshire to provide support when people need help leaving hospital) works with the reablement service. When a person leaves an acute hospital bed they will be supported initially by the supported hospital discharge service and then move to reablement. This should allow a smoother transition from hospital. The reablement service will then be able to focus on people delayed in community hospital beds and in the community.
8. Across health and social care, we want more people to use reablement, particularly from the community, as well as from the hospital pathway. Plans are in place to promote the service with GPs to ensure that when people call the council's health and social care team the advisors are aware of the potential of referring onto reablement. With the integration of Oxford Health community teams there will be a single point of access for GPs to community based services and Oxford Health will be able to review all referrals and see if they are suitable for reablement.
9. The number of people waiting for an **assessment** have risen (by almost 40%) this quarter. Contributing factors include high levels of sickness and vacancies, high numbers of institutional safeguarding investigations, changes in care providers and increased complexity of cases, including implementation

of the Mental Capacity Act. Cases on waiting lists continue to receive support while the formal assessment is completed, a major improvement plan is in place to make services more efficient and local action plans are in place to make better use of clinic's and staff to ease the pressure on waiting lists.

10. The time for an agency to start a **care package** has continued to rise this quarter. The median time is now 10 days (target 7 days). A contributing factor is the instability in the care provision market. To increase stability and strengthen the overall home care market block contracts are being set up where providers will have to meet targets to be awarded new business.

Children Education and Families

11. In terms of **keeping children safe**, the key issue remains high levels of cases. The number of children subject to a child protection plan or looked after has risen by over 50% since March 2008. There are now over 500 looked after children though the increase in looked after children has brought us in line with the rates in similar authorities. The increase in numbers has increased pressure on budgets.



The most marked rise in numbers is in the 1-4 year olds, which increased from 27 to 73 children in 2013/14. This reflects a more rigorous approach identifying chronic neglect in families and intervening earlier to improve outcomes for children. Work is underway to understand the reasons for this rise in numbers in conjunction with 'children on the edge of care' work.

12. The increase in numbers looked after has led to more children being placed out of county. The target is to reduce this to 50 or fewer, but the actual number has increased by 18 to 69. This rise can in part be attributed to the increasing need to place children subject to sexual exploitation out of county.

The County Council is currently implementing a placement strategy to create four new care homes for children and increase capacity for keeping children in-county.

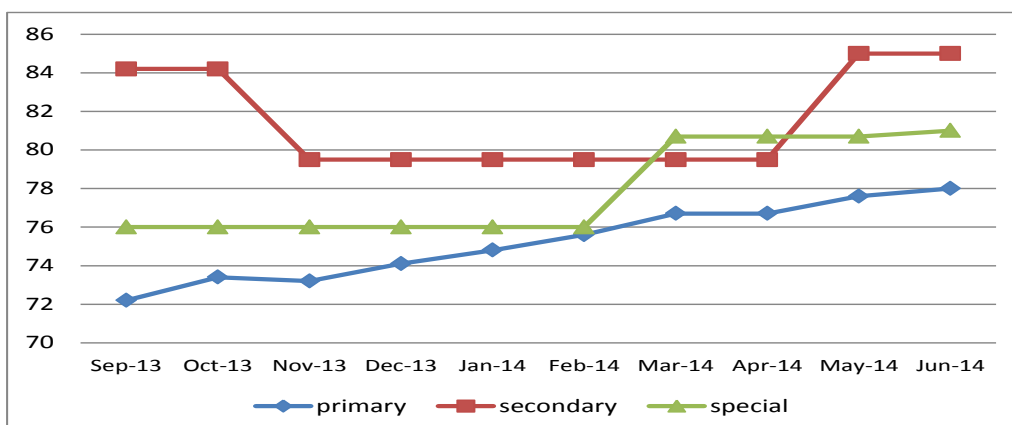
Placement Type	31/03/2013	31/03/2014	30/06/2014
OCC Foster Placement	7	6	6
IFA Foster Placement	50	60	55
Foster Placement - Relatives/Friends	4	14	21
Children's home/hostel	22	35	38
In lodgings, resi employment or living independently	2	0	3
Placed with own parents	1	3	2
Residential schools	2	8	7
Secure Unit	3	0	0
Other residential settings	3	2	5
Hostels and other supportive residential placements	0	0	1
Total placed out of County	94	128	138
Total number of Looked After Children	416	463	489
Percentage of Looked After Children placed out of County	22.6%	27.6%	28.2%

The long term strategy is to reduce demand for statutory services by integrating early help and statutory work to support vulnerable children and families. Vulnerable children and families will then be offered support as soon as possible and this intervention should reduce the numbers needing statutory services.

13. **Educational attainment** has seen improvement this reporting period. There is a steady increase in the proportion of pupils in good/outstanding primary schools since the start of the academic year. In March 2014, 12 schools (9 primary and 3 secondary) were judged as inadequate by Ofsted. This has now decreased by 1 secondary school meaning, we are one step closer to the target of less than 10 schools judged inadequate, throughout the county, by the end of the 13/14 academic year.

The proportion of Oxfordshire schools that are outstanding remains much lower than the national average (10% of Oxfordshire primary schools and 15% of Oxfordshire secondary schools, compared with 17% and 22% nationally).

% pupils in good / outstanding schools



14. Measures demonstrating the council's performance with regard to **closing the gap of educational attainment** are less of a concern this quarter. The proportion of young people who are not in education, employment or training is lower than it has been for a number of years. The number of permanent exclusions continues to be lower than for the same period last year, although are still not quite on target. The persistence absence rate for looked after children is slightly higher than last year (5.3% compared to 4.7%) and relates to 8 pupils. In order to improve attendance at school, the absence strategy has been reviewed and a new attendance policy developed. In addition the attendance team has been reorganised in order to focus on early intervention as well as prosecutions.

Environment and Economy

15. Of the £60m held in the identified **s106 monies**, a total of £17.4m (29%) is currently committed to schemes in the Capital programme. The remaining £42.6m of held developer contributions relates to schemes which the County fully intend to deliver using developer contributions such as the building of new schools in the School Growth portfolio, but these are not reflected in the indicator.
16. The remaining developer contributions (i.e. those amounts not specifically tied to use within the existing Capital Programme) are held towards infrastructure, the delivery of which may also rely on other contributions, which although secured are not yet held. The individual amounts of contributions are committed to schemes in line with the Capital Strategies (transport and non-transport) through the Capital Governance framework. The use of the contributions are in large part dictated by the provisions within the individual agreements from which the contributions were received. The S106 contributions are held within the Council's funds and reported separately as per the Statement of Accounts; all contributions held are individually referenced to their source S106 agreement and the type of infrastructure for which the contributions were secured. In some agreements there are longstops (dates by when contributions should be spent, otherwise they may be liable to repayment) which again are individually monitored to minimise the risk of repayment.
17. Significant improvement has been made in repairs to **highways defects** this quarter. While repairs within 28 days did fall below target for May and June, the overall target for the quarter is 18% up on the previous quarter. Skanska have significantly increased the work force numbers, resulting in outstanding defects falling to more manageable levels.
18. The Better **Broadband Programme** has performed above both the Implementation Plan (total properties receiving) and the Intervention Area programme (County Council target) this quarter. The target of 6,968 properties accessing broadband has been exceeded by 717 properties.

19. Oxfordshire now has the lowest rate of unemployed **Job Seeker Allowance claimants** than any other county in the country. The total number of Oxfordshire claimants has fallen below 4,000 for the first time since June 2008, bringing the Job Seekers Allowance rate below 1%. Of those claiming Job Seekers Allowance, 14.2% are aged 24 or under and 15.2% are aged 50 and above.

Public Health

20. The performance of **drug treatment and rehabilitation** is a concern this quarter, with the number of opiate and non-opiates users successfully completing treatment lower than the desired target. Through the introduction of the Public Health Outcome Framework the performance measure has changed from counting drug users safely supported in services to counting those who successfully complete treatment. In addition the targets have recently been rebased nationally so Public Health are adjusting the local figures to reflect this. Public Health have always been good at looking after drug users and getting high numbers of them into treatment services, but the service providers have not been able to demonstrate that they have been as successful as other places in the country at successful completions of treatment. Poor current performance in Oxfordshire is being addressed with a comprehensive recovery plan. The Public Health team has called on Public Health England to support them in ensuring that system wide action plans are developed and implemented to improve performance.

RECOMMENDATION

21. **The Performance Scrutiny Committee is RECOMMENDED to note and discuss the performance reported in the dashboards and to make any comments necessary for escalation to Cabinet.**

MAGGIE SCOTT
Head of Policy

Contact Officer: Jo Godwin, Policy and Performance Officer x5723

September 2014

ANNEX 1

ADULT SOCIAL CARE

		Success Indicator																																																																																																									
Page 3	Safeguarding	1		<p>Number of safeguarding alerts (<i>no target, monitoring only</i>)</p> <p>1. Number of Adult Safeguarding Alerts</p>																																																																																																							
		2		<p>Supporting People to live at home as long as possible</p>		<p>Reduce the number of older people permanently placed in a care home and funded by the local authority to 10.5 per week or fewer (<i>Better Care Fund Metric</i>)</p> <table border="1"> <thead> <tr> <th>Target</th> <th>Cumulative Target Y/N</th> <th>2013/14 Year End Position</th> <th>Q1</th> <th>RAG Rating</th> </tr> </thead> <tbody> <tr> <td>546</td> <td>Y</td> <td>626</td> <td>117</td> <td>G</td> </tr> </tbody> </table>		Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	RAG Rating	546	Y	626	117	G	<p>2. Number of Older People permanently placed in a care home funded by the local authority</p>																																																																																									
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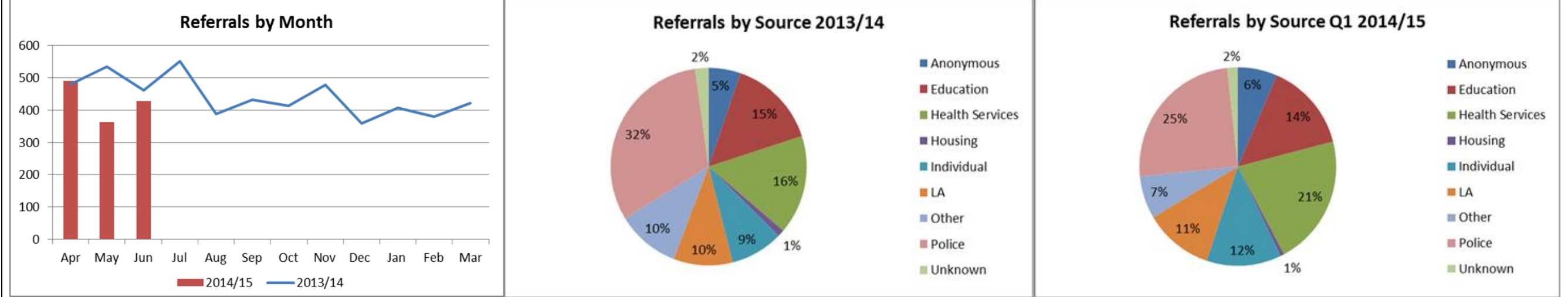
		Success Indicator								
Waiting Lists	12	Reduce the number of people not receiving a service who are waiting for more than 28 days for an assessment								
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		Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
	13	For packages in the community, reduce the average time for an agency to start care from referral	7 days	Y	9 days	10 days				R
Support to Carers	14	Increase the number of carers known and supported through Council funding	17,000	N	15,474	15,723				A
	15	Increase the number of carers accessing emergency support through Council funding	3,880	N	3,234	3,346				A
Providing Information to all	16	1800 people to receive information and advice about areas of support as part of community information networks in 14/15	1800	Y	New measure	466				G

		Success Indicator	Target	Financial Monitoring Report position at end of May 2014	On Target	Notes
Page 14 Financial Performance	17	Forecast expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	<2.0% of net budget	+£3.950m or +2.1%	No	Includes a forecast overspend of £2.860m on the Learning Disability Pooled budget.
	18	Forecast expenditure Fire and Rescue and Community Safety is in line with the latest agreed budget	<2.0% of net budget	-£0.098m or -0.3%	Yes	
	19	Forecast Pooled Budget Reserves as at 31 March 2015	-	£4.017m	-	£4.017m at 1 April 2014 with further contribution of £0.459m held in the Grants & Contributions reserve. Expected to reduce by year end but will be updated later in the year.
	20	Other Directorate Reserves (forecast as at 31 March 2015)	-	£0.657m	-	Fire Control and other Fire & Rescue and Community Safety Reserves
	21	Number of 2014/15 budget virements requested requiring Council approval as they are a change in policy	-	0	-	
	22	Planned savings for 2014/15 assumed in the MTFP are forecast to be achieved	100% achieved	91% achieved	No	There is a risk that a saving of £1.300m relating to the Learning Disabilities Pool will not be achieved. Where savings are not expected to be achieved the impact will be managed within the overall outturn position for 2014/15. Any on-going effects will be considered as part of the 2015/16 S&RP process.

CHILDREN EDUCATION & FAMILIES 2014/15

Success Indicator

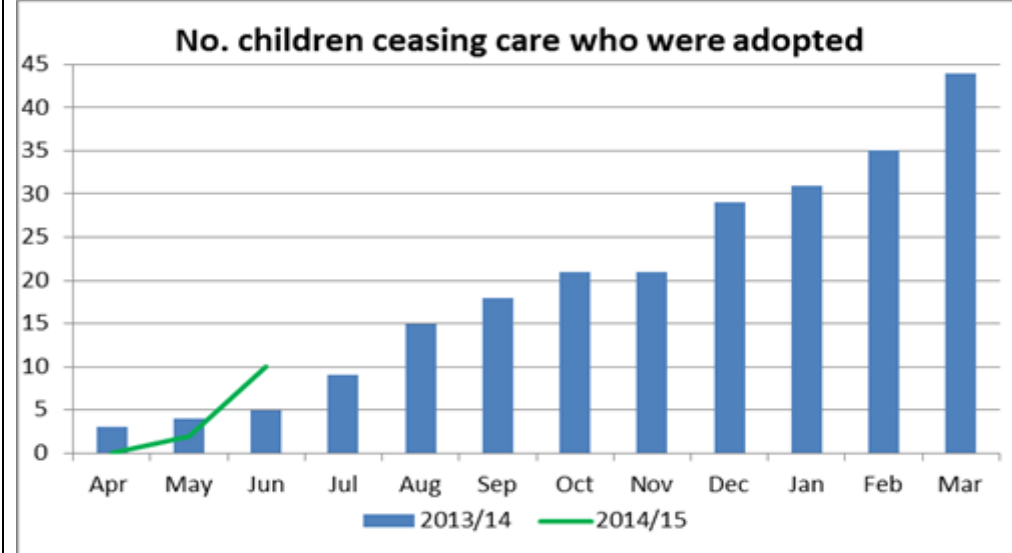
Number of referrals to children's social care – broken down by referring agency



Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
2 Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of end of a previous plan	9%	Y	9.3%	15.1%				R
3 No child protection plan cases without an allocated social worker	0	N	0	0				G
4 No looked after children cases without an allocated social worker	0	N	0	0				G
5 At least 98% of child protection reviews completed on time	98%	Y	96.9%	99.1%				G
6 90% of visits to children on child protection plan completed in line with the plan and within the Council's 28 day standard	90%	N	82.3%	85.6%				A
7 90% of visits to looked after children completed in line with the plan	90%	N	88.5%	90%				G
8 % of children who go missing from home on two or more occasions	No target set monitoring only	Y	15.3%	9.7%				Monitoring only
9 Number of children subject to both child protection plans and being looked after	No target set monitoring only	N	23	27				Monitoring only

Success Indicator

Number of children adopted as a percentage of all children who ceased to be looked after



10

PSC5

	Success Indicator	Target (or 13/14 academic year)	Cumulative Target Y/N	2013/14 Year End Position (or academic year 12/13)	Q1	Q2	Q3	Q4	RAG Rating
	11 No more than 50 children placed out of county and not in neighbouring authorities	50	N	51	69				R
Raising Attainment	12a % of children attending primary schools judged good or outstanding by OFSTED	75%	Y	73%	78%				G
	12b % of children attending secondary schools judged good or outstanding by OFSTED	87%	Y	87%	85%				A
	12c % of children attending special schools judged good or outstanding by OFSTED	81%	Y	76%	81%				G
	13 Number of schools judged inadequate by OFSTED	<10	Y	10	11				A
	14 % Children's Centres that are judged good or outstanding by OFSTED	75%	Y	73%	75%				G
Closing The Gap	15a Primary school persistent absence rate	3%	Y	3%	2.9%				A
	15b Secondary school persistent absence rate	7%	Y	7%	6.9%				A
	16a Primary Schools - Number of Permanent exclusions	<9	Y	9	9				G
	16b Secondary Schools - Number of Permanent exclusions	27	Y	36	13				G
	17a Primary Schools - Number of Fixed Term exclusions	383	Y	424	413				A
	17b Secondary Schools - Number of Fixed Term exclusions	1604	Y	2529	1635				Not rated, incomplete data
	18 Proportion of young people Not in Education, Employment or Training (NEET)	<4%	Y	4.7%	4.4%				G
	19 Proportion of young people whose NEET status is 'not known'	<8%	Y	11.8%	5.4%				G
	20 Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds	<24.7	Y	24.7	2.8				G
	21 Looked after children overall absence rate	3%	Y	4%	3.3%				A
22 Looked after children persistent absence rate	3%	Y	4%	5.3%				R	
23 % Troubled Families officially turned around according to national measure	80%	Y	55%	N/A data recorded every 6mths					Not rated, no data this quarter

	Success Indicator	Target	Financial Monitoring Report position at end of May 2014	On Target	Notes
Page 16 Financial Performance	24 Forecast expenditure for education & early intervention is in line with the latest agreed budget	<2.0% of net budget	+£0.676m or +1.4%	Yes	Includes +£1.220m forecast overspend on Home to School Transport. In the longer run the intention is that this will be addressed through the Route Efficiency programme and 'nearest school' policy.
	25 Forecast expenditure for children's social care is in line with the latest agreed budget	<2.0% of net budget	+£4.538m or +9.5%	No	Includes an overspend of +£3.020m on external placements due to increase in the number and cost of support days.
	26 Forecast expenditure for Children, Education & Families central costs is in line with the latest agreed budget	<2.0% of net budget	-£0.047m or -0.8%	Yes	
	27 School Reserves (forecast as at 31 March 2015)	-	£25.444m	-	School balances were £25.444m as at 1 April 2014. These are expected to reduce to academy conversions and will be updated to reflect forecast surpluses held by LEA maintained schools later in the year.
	28 Forecast Directorate Reserves as at 31 March 2015	-	£2.488m	-	£3.221m of the £5.709m held in reserve on 1 April 2014 is expected to be used to support on-going projects and pressures in the directorate. These include school improvement projects and the Thriving Families project.
	29 Number of 2014/15 budget virements requested requiring Council approval as they are a change in policy	-	0	-	
	30 Planned savings for 2014/15 assumed in the MTFP are expected to be achieved	100% achieved	95% achieved	No	All savings are expected to be achieved other than £0.150m relating to All Rights Exhausted clients. Where savings are not expected to be achieved the impact will be managed within the overall outturn position for 2014/15. Any on-going effects will be considered as part of the 2015/16 S&RP process.

CHILDREN EDUCATION & FAMILIES
ACHIEVEMENTS AND ATTAINMENT INDICATORS REPORTED ANNUALLY
(Attainment data will be available in January)

	Success Indicator	Target 13/14 academic year	Cumulative Target Y/N	Position at start of reporting period 12/13 academic year	13/14 academic year	RAG Rating
1	EYFS - % reaching a good level of development	52%	n/a	48%		
2	KS1 - % level 2b+ reading	86%	n/a	81%		
3	KS1 - % level 2+ reading	90%	n/a	89%		
4	KS1 - % level 2b+ writing	87%	n/a	86%		
5	KS1 - % level 2b+ maths	93%	n/a	93%		
6	KS2 - % level 2+ reading, writing, maths	80%	n/a	78%		
7	Oxfordshire's rank nationally for KS2 level 4+ reading, writing, maths	Top or 2nd quartile	n/a	2nd quartile (39th)		
8	% making expected 2 levels of progression KS1 - reading	91%	n/a	90%		
9	% making expected 2 levels of progression KS1 - writing	93%	n/a	93%		
10	% making expected 2 levels of progression KS1 - maths	90%	n/a	89%		
11	Number of primary schools below KS2 Floor Standard	<5	n/a	7		
12	KS4 - % 5 A*-C GCSEs including English and maths	63%	n/a	61%		
13	Oxfordshire's rank nationally for KS4 – 5 A*-C inc English and maths	2nd quartile	n/a	3rd quartile (80th)		
14	% making expected 3 levels of progression KS2-4 English	72%	n/a	71%		
15	% making expected 3 levels of progression KS2-4 maths	73%	n/a	72%		
16	Number of secondary schools below KS4 Floor Standard	0	n/a	0		

ADDITIONAL INDICATORS TO BE REPORTED TO EDUCATION SCRUTINY ANNUALLY

	Success Indicator	Target 13/14 academic year	Cumulative Target Y/N	Position at start of reporting period 12/13 academic year	13/14 academic year	RAG Rating
17	FSM pupils - % making expected progress KS1-2 reading	90%	n/a	84%		
18	FSM pupils - % making expected progress KS1-2 writing	91%	n/a	89%		
19	FSM pupils - % making expected progress KS1-2 maths	85%	n/a	82%		
20	FSM pupils - % making expected progress KS2-4 English	54%	n/a	43%		
21	FSM pupils - % making expected progress KS2-4 maths	51%	n/a	45%		
22	School Action Plus pupils - % 5 A*-C GCSEs including English and maths	15%	n/a	10%		
23	School Action Plus pupils - % making expected progress KS1-2 reading	77%	n/a	75%		
24	School Action Plus pupils - % making expected progress KS1 writing	87%	n/a	86%		
25	School Action Plus pupils - % making expected progress KS1- 2 maths	74%	n/a	73%		
26	School Action Plus pupils - % making expected progress KS2-4 English	35%	n/a	33%		
27	School Action Plus pupils - % making expected progress KS2-4 maths	30%	n/a	24%		
28	Looked After Children - % Level 4+ reading, writing, maths	50%	n/a	46%		
29	Looked After Children - % making expected progress KS-2 reading	61%	n/a	91%		
30	Looked After Children - % making expected progress KS-2 writing	61%	n/a	100%		
31	Looked After Children - % making expected progress KS -2 maths	61%	n/a	91%		
32	Looked After Children - % 5 A*-C GCSEs including English & maths	15%	n/a	supressed		
33	Looked After Children - % making expected progress KS2-4 English	37% reported cohort	n/a	31% (9/35) reported cohort 30% (11/47) whole cohort		
34	Looked After Children - % making expected progress KS2-4 maths	31% reported cohort	n/a	26% (8/35) reported cohort 21% (8/47) whole cohort		

ECONOMY & ENVIRONMENT

	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Strategy & Infrastructure Planning	1	Increase the number of apprenticeship placements by 125 to contribute to City Deal target of 525 additional apprenticeships by March 2017 (against baseline of 2013/14)	1,845 (16-23 yr olds)	Y	1,720 (16-23yr olds) (2012/13)	1,410 (16-23 yr olds Aug 13-Jan 14)			G
	2	Achieve 120 inward investment enquiries through Invest in Oxfordshire	120	Y	148	61			G
	3	70% of mineral and waste applications determined within 13 weeks	70%	Y	67%	86%			G
	4	80% of major District Council applications responded to within the agreed deadline	80%	Y	80%	88%			G
	5	Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process	80%	Y	96%	86%			G
	6	% of S106 monies held, the use of which is identified in confirmed/provisional programme	75%	Y	86%	29%			R
	7	Deliver £21m of City Deal spend by 2016 by spending against agreed indicative spend profile	£21m	Y	£1m	£0.481m			A
Commercial	8	98% of highway defects posing an immediate risk of injury repaired within 24 hours	98%	N	98.8%	100%			G
	9	80% of highway defects that create a potential risk of injury repaired within 28 calendar days	80%	N	62.3%	80.5%			G
	10	Maintain a minimum 50% public satisfaction rate with the highways service	50%	N	50.2%	50.2%			G
	11	At least 61% of household waste is reused, recycled or composted	61%	Y	59.5%	63.2% (to May 2014)			G
	12	Total capital receipts delivered from property disposal, as a percentage of the target capital receipts baseline (£2.252m) identified in the annual disposals programme	100%	Y	new measure	No capital receipts due in Q1			A
	13	Achieve 80% satisfaction on customer satisfaction surveys received in relation to the facilities and property contract	80%	N	new measure	77%			A
Oxfordshire Customer Services	14	At least 80% calls answered within 20 seconds	80%	Y	83%	86%			G
	15	90% of calls are dealt with at first contact where the CSC has responsibility for a complete solution	90%	Y	new measure	Reported from Q2			N/A
	16	100% of calls are dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC	100%	Y	new measure	Reported from Q2			N/A
	17	Number of properties that have access to super-fast broadband	Q1: 6,968 2014/15: 48,942	Y	new measure	7,685			G

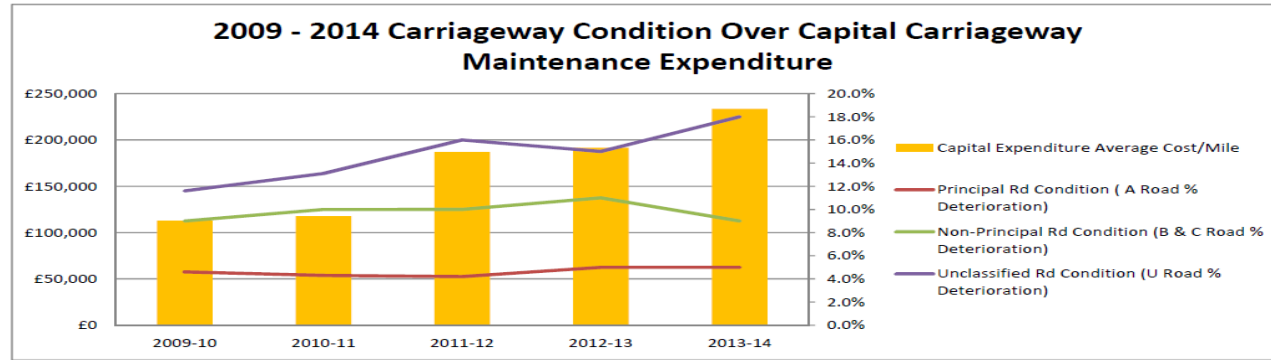
Success Indicator

Contextual data Page 18 annual data	18	Number of jobs generated through Invest in Oxfordshire	Number of claimants of Job Seekers Allowance
	19		

*Rates for June are estimates

Success Indicator

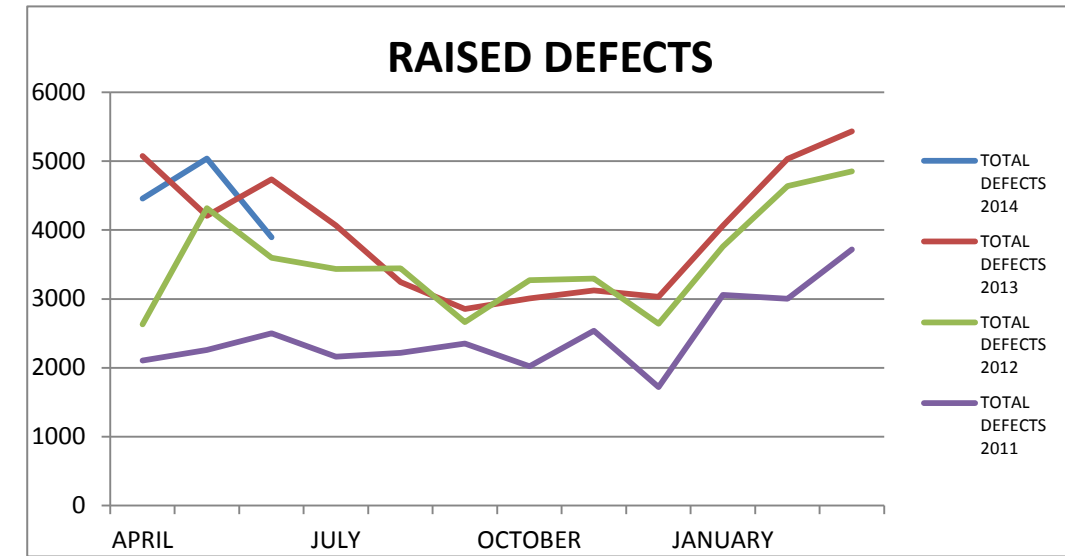
20
21 Annual road condition against £ spent per mile



Financial Year	2009-10	2010-11	2011-12	2012-13	2013-14
Capital Expenditure Average Cost/Mile	£112,763	£117,650	£186,950	£191,659	£233,530
Principal Rd Condition (A Road % Deterioration)	4.6%	4.3%	4.2%	5.0%	5.0%
Non-Principal Rd Condition (B & C Road % Deterioration)	9.0%	10.0%	10.0%	11.0%	9.0%
Unclassified Rd Condition (U Road % Deterioration)	11.6%	13.1%	16.0%	15.0%	18.0%

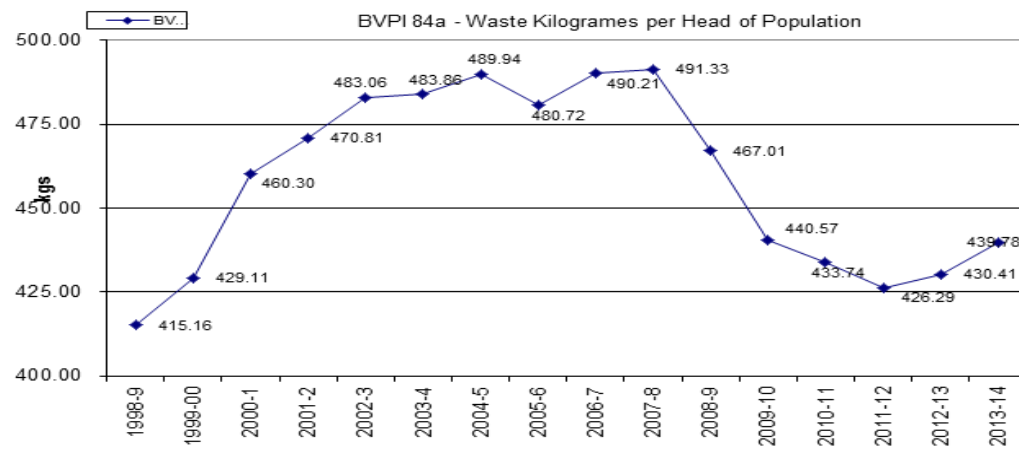
Total Carriageway Lane Length 3461 Miles

Road condition (number of defects) against same quarter last year



Success Indicator

22 Amount of waste arising per head of population (year on year comparison)



Quarter 1, 14/15 (April & May) - 80.61kgs per head

	Success Indicator	Target	Financial Monitoring Report position at end of May 2014	On Target	Notes
Financial Performance	23 Forecast expenditure for Commercial is in line with the latest agreed budget	<2.0% of net budget	+£0.100m or +0.2%	Yes	
	24 Forecast expenditure for Strategy & Infrastructure is in line with the latest agreed budget	<2.0% of net budget	+£0.199m or 2.3%	No	
	25 Forecast expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	<2.0% of net budget	-£0.034m or -0.4%	Yes	
	26 Forecast Directorate Reserves as at 31 March 2015	-	£7.123m	-	Reserves are forecast to decrease by £3.164m during 2014/15. This reflects the use of one-off funding for various projects and the use of the On-Street Parking Account as defined by statute.
	28 Number of 2014/15 budget virements requested requiring Council approval as they are a change in policy	-	0	-	
	30 Planned savings for 2014/15 assumed in the MTFP are expected to be achieved	100% achieved	100% achieved	Yes	

OXFORDSHIRE FIRE & RESCUE

	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	45 lives saved per year against the OFRS 10 year 365Alive target through emergency response and preventative activity concerning fires and road traffic collisions	New stretch target of 45 (was 37)	Y	59	11				G
2	104,000 citizens provided with safety advice/education per year	New stretch target of 104,000 (was 84,000)	Y	94,037	32,485				G
3	£12.5m saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions	New stretch target of £12.5m (was £10m)	Y	£21,005,208	£5,562,024				G
4	Fire stations in Oxfordshire are available for emergency response 100% of the time	100%	Y	92.01%	90.84%				A

PUBLIC HEALTH

	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
National Childhood Measurement Programme	1 % of Primary school children classified as obese in Year 6	15%		15.2%	Data not available until Q3				N/A
	2 % of primary school children classified as obese in Reception	<7%		6.4%	Data not available until Q3				N/A
Health checks	3 % of people offered a health check who have taken up the offer	65%	Y	45.9%	41.5%				A
	4 Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	385	Y	285	49				A
Smoking Cessation	5 Support 3800 people to become '4 week quitters' per annum	3800		3622	Data not yet available				N/A
Drug Treatment & Rehabilitation	6 Number of users of opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment	8.2%	Y	7%	7%				R
	7 Number of users of non- opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment	41.7%	Y	13.6%	14%				R

Page 20	Success Indicator	Target	Financial Monitoring Report position at end of May 2014	On Target	Notes
Financial Performance	23 Forecast expenditure is in line with the latest agreed budget	<2.0% of net budget	-£0.363m or -1.4%	Yes	Funded by a ring-fenced grant of £26.086m in 2014/15. Any underspend would be placed in the Grants and Contributions Reserve to be used in 2015/16.
	26 Forecast Directorate Reserves as at 31 March 2015	-	n/a (*)	-	(*)2013/14 underspend held in Grants and Contributions Reserve.
	28 Number of 2014/15 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
	30 Planned savings for 2015/15 assumed in the MTFP are expected to be achieved	n/a	n/a	n/a	Public Health is wholly grant funded and does not have any savings to achieve in 2014/15

TRADING STANDARDS

	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	Money saved for consumers as a result of our interventions	£450,000	Y	£415,475	£144,080				G
2	100% of inspections completed of high risk businesses as identified at the start of the year	100%	Y	new measure	27.5%				G

LIBRARY SERVICE

	Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	21 community libraries implemented by April 2015	21	Y	3	11				G
2	Number of community libraries in negotiation period	0	Y	14	9				G

ADDITIONAL FINANCIAL PERFORMANCE

	Success Indicator	Target	Financial Monitoring Report position at end of May 2014	On Target	Notes	
CORPORATE						
Page 21	1	Forecast expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+£9.099m or +2.2%	No	
	2	Cross Directorate Reserves (forecast as at 31 March 2015)	-	£13.242m	-	Includes the Grants and Contributions Reserve (£9,436), Vehicle and Equipment Reserve (£2,396) and the ICT Projects Reserve (£1,410m). Forecast includes £4.240m Dedicated Schools Grant.
	3	Corporate Reserves (forecast as at 31 March 2015)	-	£3.466m	-	Carry Forward and Efficiency Reserves.
	4	Capital Reserves (forecast as at 31 March 2015)	-	£30.369m	-	Will be used to finance capital expenditure in future years.
	5	Cash Flow Reserves (forecast as at 31 March 2015)	-	£5.432m	-	Being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
	6	General balances as a proportion of the original gross budget	-	£11.921 or 1.4%	-	£3.039m Severe Weather Recovery Grant funding received in March 2014 is also being held in balances and will be spent in 2014/15.
	7	Total revenue reserves as a proportion of the original gross budget	-	£98.654m or 11.3%	-	
	8	Capital programme use of resources compared to programme agreed in February 2014	90%	107%	Yes	
	9	Capital programme expenditure realisation rate		-5%	-	Committed spend was 37% of the forecast at the end of May 2014. Expenditure realisation reflects adjustments for capital creditors at the end of 2013/14.
	10	Year to date debtor invoices outstanding - General	33 days	37 days	-	Target as per Financial Strategy. Performance impacted by changing health payment arrangements.
	11	Year to date debtor invoices outstanding - Social Care Clients	62 days	61 days	-	Target as per Financial Strategy
	12	Percentage of debtor invoices cleared in 90 days	97%	97%	-	Target as per Financial Strategy
	13	Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.80%	0.775%	Yes	Benchmark rate for 3 month LIBID is 0.408%
	14	Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)	3.00%	3.67%	Yes	(*)Composite of 7 Day LIBID, 7 Day LBID + 50BPS, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financial Index (GBP Hedged).
CHIEF EXECUTIVE'S OFFICE						
1	Forecast expenditure is in line with the latest agreed budget	<2.0% of net budget	-£0.161m or -0.8%	Yes		
2	Forecast Directorate Reserves as at 31 March 2015	-	£2.499m	-	Includes £1.506m Cultural services reserves and £0.675m to be used for refurbishing Registration Service buildings and facilities.	
3	Number of 2014/15 budget virements requested requiring Council approval as they were a change in policy	-	0	-		
4	Planned savings for 2014/15 assumed in the MTFP are expected to be achieved	100% achieved	89% achieved	No	The community library model saving of £0.130m is not expected to be achieved in full until April 2015.	

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PERFORMANCE SCRUTINY COMMITTEE - 25 SEPTEMBER 2014

Pressures and demands in children's social care

Report by Deputy Director Children's Social Care & YOS

Introduction

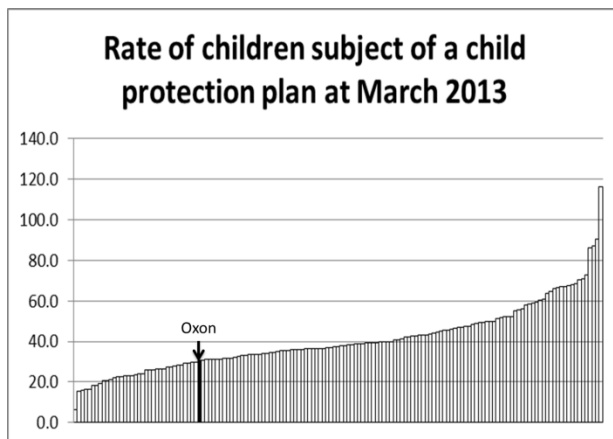
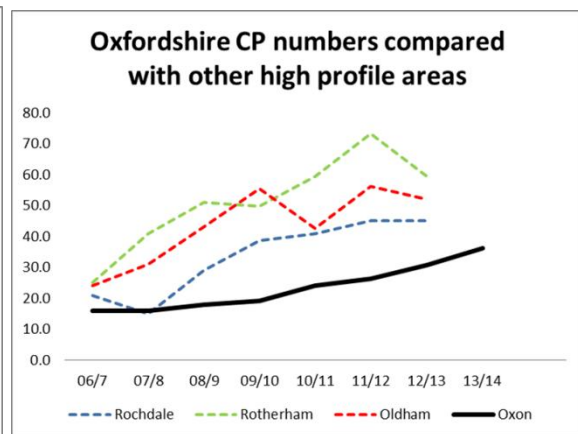
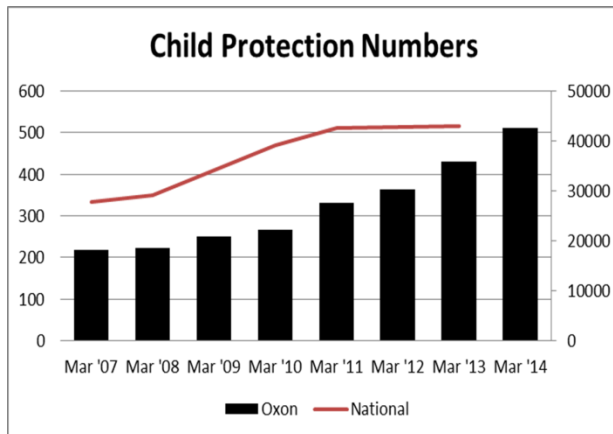
1. In May this year Ofsted inspected services for children in need of help and protection, children looked after and care leavers in Oxfordshire and found that services were good across the board. They concluded that thresholds were clear and understood; when children are referred to social care they receive a prompt response and the right help; social work action to protect children when they need it is decisive and proportionate. Councils Ofsted have judged to be failing often have high caseloads, a significant number of agency workers, and a high turnover of staff. Our stable workforce is part of our strength.
2. Following a member briefing about Children's Social Care on 14th July 2014, the Performance Scrutiny Committee wished to explore the pressures and demands facing the service in more detail. This paper provides background data and further information on
 - a. the current levels of demand and caseloads
 - b. the causes of the current level of demand and options to reduce this
 - c. impact of the increased demand and what can be done to reduce the impact or mitigate the effects of the impact on service delivery

Current levels of demand and caseloads

3. Oxfordshire is an affluent county. 12.2% of children live in deprivation¹ compared with 22.1% nationally. Of the 152 authorities with responsibility for children's social care, Oxfordshire is the 15th least deprived. There are a number of deprived wards in Oxfordshire but only 8 are in the 20% most deprived nationally and the most deprived district council area, Oxford City, has the same level of children living in deprivation (22.2%) as the national average.
4. The latest comparative data on caseloads in different local authorities is for March 2013. At this time in Oxfordshire there were:
 - a. 3,471 open cases or a rate of 249 per 10,000 children. This was the 29th lowest rate in the country and was the equivalent of 1 in 4.9 children in deprivation. The national rate was 332 per 10,000 children or 1 in 6.7 children in deprivation.
 - b. 430 children on child protection plans or a rate of 30.9 per 10,000 children. This was the 39th lowest rate in the country and was the equivalent of 1 in 40 children in deprivation. The national rate was 37.9 per 10,000 children or 1 in 60 children in deprivation. On 1st September 2014 there were 451 children on plans or 32.4 per 10,000 children.

¹ Based on the Income Deprivation Affecting Children Index (IDACI) measure

- c. 416 looked after children, a rate of 30.0 per 10,000 children. This was the 6th lowest rate in the country and was the equivalent of 1 in 41 children in deprivation. The national rate was 59.0 per 10,000 children or 1 in 37 children in deprivation. On 1st September 2014 there were 519 children looked after children or 37.4 per 10,000 children.
5. In the 5 years between 2008/9 and 2013/14 the number of children on child protection plans doubled in Oxfordshire. Nationally there was an increase in the number on plans till March 2011, but this subsequently stabilised. In Oxfordshire however the number has continued to rise. Whilst this is different to the national pattern it is a similar pattern to other authorities who have had high profile child protection issues.



Reasons behind the increase in child protection numbers

6. In the last year we have tested out 4 hypotheses about the growth in numbers on a child protection plan. These were:
- a. Have thresholds for coming on to a Child Protection plan dropped?
 - b. Have thresholds for coming off a Child Protection plan increased?
 - c. Have the levels of need in the population increased?
 - d. Is there greater sensitivity to and better identification of child protection issues?

7. There was no evidence that the threshold for coming on to a plan had changed. Senior managers audited all children becoming subject of a plan over a 4 month period and found ALL of them met the thresholds. The profile of people coming onto a plan was the same as previously, i.e. high levels of risk linked to domestic abuse, drugs and alcohols abuse and mental health issues for the parents.
8. There was some evidence that thresholds for coming off a plan had increased. In Oxfordshire children stay on plans for slightly longer than the national average. In 2012-13 the proportion of children ceasing a plan after two years was 6.3% - slightly higher than the national average (5.2%) but not excessively high. In 2013-14 the figure rose to 9.7%. Last year 1 in 5 children becoming subject to a plan had previously been on a plan: 1 in 10 of them for within 2 years of the previous plan ending. In December 2013 all children subject to a repeat plan were reviewed. This analysis showed that a significant number of children came onto a plan due to a high risk incident of domestic abuse, no incidents then occurred within 3 months, the child came off the plan, but a further incident occurred in the next 2 years leading to a repeat plan. This indicated that the impact of interventions had not been sustained. Due to the rise in repeat plans practice has been changed to ensure that the reduction in risk is sustainable and well-evidenced: 'these children should never be the subject of a CP plan again'. The mantra 'never give up on a child' is leading to a culture of perseverance with resistant and difficult young people and their families and is well understood across children's services and partners.
9. There was no real evidence that the levels of need in the population have increased. Although the areas with highest levels of need in the county have had the highest level of population growth, these have not been the areas with the biggest increase in numbers subject to a plan
10. There was significant evidence of greater awareness and identification of child protection issues. In the last 2 years the number of referrals has reduced, but referrals are identifying higher levels of risk. There is a much greater level of awareness across agencies, examples include:
 - a. An increase in Local Authority Designated Officer (LADO) referrals of 26% last year, with a broader range of agencies making such referrals²
 - b. Levels of attendance at case conference and core groups are increasing.
 - c. Growth of single agency audits - undertaken by eight member agencies in 2013/2014 and reported to the safeguarding board looking at over 200 case files
 - d. All relevant local agencies completing Section 11 audits³.
 - e. 3,500 frontline professionals across all settings have been engaged in renewed safeguarding training
 - f. Better engagement with schools

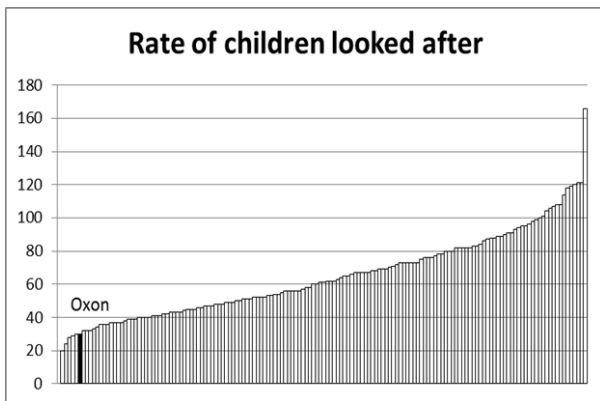
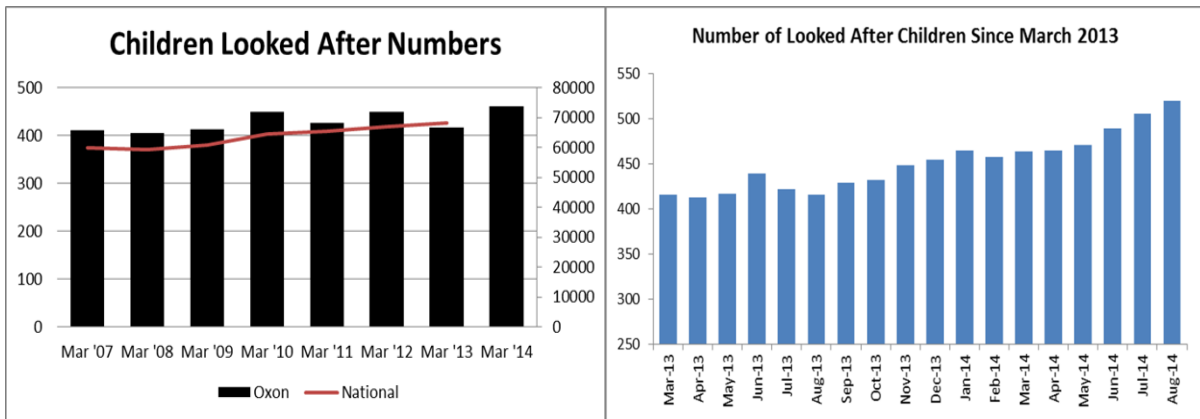
² The LADO works within Children's Services and should be alerted to all cases in which it is alleged that a person who works with children has harmed a child

³ These are governance audits for organisations working with children required in Working Together

Changes in numbers of looked after children

11. The number of children looked after by Oxfordshire has remained relatively stable over the last 8 years, but since March 2013 has risen significantly - by over 20%. The increase has placed us more in line with expected figures.

	Number looked after	Ranking (based on 2013 national figures)
March 2013	416	6 th
March 2014	463	10 th
September 2014	519	17 th



12. The most marked rise in numbers is in the 1-4 year olds, which increased from 27 to 73 children last year. This reflects a much more rigorous approach to identifying chronic neglect in families and intervening earlier to improve outcomes for children. This change in numbers reflects a deliberate shift in practice following learning from recent serious case reviews and audits which highlighted the need for 'decisions not drift' in chronic neglect cases.

13. We are currently reviewing all the children who entered the looked after system in the first 3 months of this financial year to see if anything could have been done earlier in their journey that could have diverted them from care.

Previous interventions for children commencing a period of care:	2012/13	2013/14	Qtr 1 14/15
Became looked after in period:	247 ⁴	298	68
None	83	72	25
Early Help	40	65	19
Child in Need Plan	56	87	8
Child Protection Plan	123	163	33
Previously Looked After	26	42	15

Options for reducing demand

14. We are currently reviewing how social work teams work with our early intervention services and are piloting a scheme of closer work in the North of the County. The aim of this pilot is to trial different ways of working with children on child protection plans for neglect with the aim of reducing the numbers coming into care and the numbers on child protection plans. If this is successful in the medium to longer term demand on services may begin to fall.

Impact from increased demand and mitigation

15. The main impact in the increased demand is higher caseloads for workers. The Standards for Employers of Social Worker in England (May 2014) sets a standard that employers should ensure social workers have safe and manageable workloads. *'This Standard is about protecting employees and service users from the harm caused by excessive workloads, long waiting lists and unallocated cases. All employers should: use a workload management system which sets transparent benchmarks for safe workload levels in each service area.'*

16. In January 2014 we set an aspiration to reduce caseloads to 14 for each Social Worker. The rationale behind this being:

- a. Feedback from Social Workers that this represents a reasonable caseload to allow time to undertake effective work and statutory recording.
- b. Where teams have smaller caseloads it is evidenced that more effective work is undertaken.
- c. If supervision is to be effective a manageable caseload is also an important factor, leading to effective discussion and reflection of a case rather than a tick box check of actions required.

17. This has subsequently been refined to caseloads of 14 for workers in looked after teams; 16 for workers in family support teams and 18 for workers in disability teams⁵. A snapshot in August this year shows that

- a. In looked after teams the average caseload per team ranged from 10.5 to 17.8 cases per worker and across all teams was 14.5 cases

⁴ Figures may not add up as children could have had more than one previous intervention

⁵ Assessment teams have been removed from this analysis as their workload will be affected by the implementation of the Multi Agency Safeguarding Hub (MASH)

- b. In family support teams the average caseload per team ranged from 13.6 to 24.2 cases per worker and across all teams was 18.0 cases
- c. In disability teams the average caseload per team ranged from 16.2 to 26.4 cases per worker and across all teams was 21.1 cases

18. Children's services are working towards a one service approach across Children's Social Care and Early Intervention Services. A pilot is being launched in the north of the county which is focused on children subject to neglect. The pilot will be evaluated in the summer of 2015. This should assist in reducing and managing caseloads and activity.

Conclusions

19. The main conclusions are:
- a. Services for children in need of help and protection, children looked after and care leavers are good across the board. Thresholds are clear, responses to services are prompt and appropriate and when children need to be protected action is both decisive and proportionate.
 - b. Pressures on children's social care have risen significantly in recent months. The reasons for this rise are well understood
 - c. Short term mitigation plans have been put into place, including recruitment of agency workers, to ensure children remain protected.
 - d. A sustainable long term solution to managing demand is being developed with the one service approach across early intervention and children's social care. This is currently being piloted in the North of the county and the results of this pilot will influence the longer term solution.

LUCY BUTLER
Deputy Director Children's Social Care & YOS

September 2014

Division(s): ALL

PERFORMANCE SCRUTINY COMMITTEE – 25 SEPTEMBER 2014

HIGHWAYS PARTNERSHIP CONTRACT WITH SKANSKA

Report by the Director for Environment and Economy

Introduction

1. The Highways Partnership Contract with Skanska (previously Atkins) is now in its fourth year having commenced in April 2010. Since that time the partnership has evolved significantly and continues to demonstrate on-going improvements in the efficiency of the work it delivers, whilst remaining flexible enough to meet the significant challenges it has faced.
2. Since the contract commenced the Partnership has reduced the number of staff it employs by approximately 85 people (excluding Community Transport) as a result of streamlined processes, contract efficiencies and reprioritisation of works. Notwithstanding this the partnership has continued to deliver similar amounts of works within its operational budgets which have remained largely static over that time.
3. We subscribe to the annual National Highways and Transport survey carried out by IpsosMORI as a means to gauge how well the public believe we are performing across the full range of services we deliver. In common with the majority of authorities in the survey there was a drop in performance on the condition of roads and traffic congestion. In spite of the significant reduction of staff however, Oxfordshire's relative performance has remained reasonable stable and we remain 8th in the ranking of the 21 County Councils that take part. The performance of management of road works in the county and management of Rights of Way were ranked first amongst the county councils taking part. Full results are available on www.nhtsurvey.org.
4. In the last year however, the partnership has seen a significant rise in budgets as a result of successful bids to Government for the City Deal, Pinch Point Funding, Severe Weather Grant, Pot Hole funding and Strategic Economic Plan which have seen Capital budgets almost double compared to previous years and one-off revenue budgets increase by 50%. The partnership has proven to be flexible enough to absorb these pressures both by Skanska securing extra resources through the supply chain and by the County Council becoming a member of the Midlands Highway Alliance enabling the partnership to draw off other contracts to ensure that moneys are able to be spent quickly, efficiently whilst ensuring appropriate governance controls remain in place.
5. The significant increase in funds however has been reflected elsewhere in the local region and is beginning to saturate the market and as a result the Council is beginning to see a significant rise in prices for works which will

reduce the ability of the Partnership to demonstrate real cash savings of the level that it has to date.

6. The County has also suffered several severe weather events in the last four years, including the significant flooding experienced at the beginning of this year, which has required the diversion of staff and budgets away from other core activities. These weather events have also placed the highway asset under significant strain and the rate of deterioration of the highway network is accelerating. This is not a localised problem and is reflected across the country, indeed in the recent Annual Local Authorities Road Maintenance (ALARM) survey it was shown that on average 18% of roads are in poor condition. Oxfordshire is in a better position than the average with only 11% of the network deemed to be in poor condition.
7. This deterioration is however creating increasing pressure on resources as the number of potholes being repaired has increased significantly over the last four years. In order to address this situation the partnership has developed a Highway Asset Management Plan, in conjunction with a working group of the Transport Advisory Panel, to ensure that budgets are spent most effectively to improve the situation.
8. Historically the council as client had not developed robust forward programmes and this had not supported its delivery partners in the way it would like, leading to under spends and a 'feast or famine' approach to work. Over the last two years stronger programme management by the Programme Delivery Group has enabled programmes for 2 – 5 years ahead to be developed. The next step is to use these programmes and the annual programme to better coordinate and manage resources to drive out cost inefficiency. This has been a real challenge with work originating from new developments where short often unpredictable timescales make forward programming difficult. In addition the short notice of funding availability from specialist government grants has stretched our resources and affected our forward programme.
9. The Council had undertaken a Peer Review last year to receive some external critique of its service delivery from senior officers and members of other authorities. The review considered the following;
 - (a) How well highways maintenance is linked into the council structure and its corporate priorities?
 - (b) Is long term asset management embraced by the strategic approach of the council and how does this compare to other highway authorities?
 - (c) How well does the highways service serve customers and how can the customer experience be enhanced?
 - (d) Is the current structure, particularly in the Area Stewardship Team delivering against the local need and can it be improved?
10. This was a positive experience which identified several strengths within the partnership. The review identified that:

- (a) There was strong member and senior management commitment to the service and good support of the highways team.
- (b) The service is keen to learn from the best practice of others.
- (c) There was good evidence of cross cutting involvement with other services.
- (d) The development of a two year programme was a significant strength.
- (e) There were good systems in place to develop the programme of works.
- (f) The management team had set a clear direction of travel for the service.
- (g) Staff want to do a good job and frontline staff are committed to the service.
- (h) Budget planning looked at future years.
- (i) The service had responded well to recent extreme weather events.
- (j) The new defect report system for linking the public to the staff was effective and informative.
- (k) There is no evidence of overall dissatisfaction with the quality of work on the ground.

In addition the Peer review team identified the following areas for potential improvement.

- a) The team could consider how they manage stakeholder expectations better.
- b) More engagement with members forums would be an advantage.
- c) There is a need to move away from a reactive service to a predominantly planned service.
- d) There is opportunity to work closer with corporate colleagues to speed up the change process.
- e) Do people really understand the financial challenge ahead?
- f) The service needs to improve clarity around roles and responsibilities.
- g) Are unwieldy processes stifling delivery, trust and empowerment?
- h) Can the performance management framework be made more effective?
- i) Does organisational capacity and capability align with service objectives?
- j) Are there opportunities that the change from Atkins to Skanska could bring?

- k) Is rigid contract management enforcement affecting performance and service delivery?
- l) Improved structure and communication could enable a more appropriate culture to develop.
- m) Existing systems and processes need to be reviewed to ensure they are efficient.
- n) Certified training would assist in the consistency of performance of Area teams.

The ability of council and provider IT systems to talk to one another needs to be improved.

- 11. Since that time the partnership have developed a Strategic Action Plan (annex 2) to assist it in meeting its ambitions and strengthening areas of weakness. Many of these actions are in progress and the benefits of improvements already.

Service Delivery and Performance

- 12. Performance of the contract is managed using two sets of Key Performance Indicators (KPI's), Operational Performance Indicators (OPI's) and Strategic Performance Indicators (SPI's) The Operational Performance Indicators (OPI's) measure the performance of Skanska in delivery aspects of the integrated service they are accountable for. These indicators are monitored monthly and reviewed annually to ensure it remains fit for purpose and Skanska's performance are linked to the payment of profit as provided under the contract (Annex 1).
- 13. Whilst the Operational Performance Indicators are a direct measure of provider performance because of the way the contract works they are also an indication of how well partnership is working. The annual performance of Operational Performance Indicators in the first four years has been 64.65%, 80.13%, 72.53%, and 61.77%. Despite the financial challenges of recent years and the headcount reduction of staff, there are many successes achieved by the partnership. A draft Oxfordshire Highway Services business plan 2014-2027 was considered by the Strategic Partnership Board at its meeting on 18th September 2014 and this is being further developed following their comments.
- 14. In addition to the Operational Performance Indicators, the Strategic Performance Indicators (SPI's) measure the performance of Skanska and Oxfordshire County Council in jointly delivering highway services. The contract is centred on the integration of Oxfordshire County Council and Skanska, the four headline indicators measure the joint delivery of strategic priorities, how both parties meet customer need, the ability of the staff to work together and how we will meet future challenges around funding.

15. For performance above target additional years are added to the contract up to a maximum of 10 years. Below target performance can lead to any additional years already added being forfeited.
16. For the first 2 years of the contract performance was considered by the Strategic Partnering Board to be below target and no extension was granted. A proposal was put forward at the July 2013 Strategic Partnering Board meeting to defer making a decision on extensions until after 5 years; at that point up to 3 years maximum extension would be awarded based on Strategic Performance Indicators performance. A copy of the Strategic Performance Indicators approved by the Strategic Partnership Board meeting in May this year to inform the Board for a decision relating to awarding extensions for years 3, 4 and 5 of this contract is at Annex 1. It is anticipated that this will be around July 2015 when the data will become available and validated.

Governance and Structural changes

17. There are two governance groups to ensure that the contract is delivering the planned outcomes and that any contractual issues are raised and resolved in a timely manner. The Highways Contract Operation Board (HCOB) meet monthly and is chaired by Mark Kemp, Deputy Director – Commercial in E&E whilst the Strategic Partnership Board meets quarterly and is chaired by Director of E&E with Cabinet Member for Environment, Deputy leader of the Council, Leader of the Council (Ex-official) and is joined by senior Directors of Skanska.
18. With the success of the City Deal bid and other funding streams, such as Pinch Point funding and Strategic Economic Plan (Growth Deal), it was necessary to create additional capacity to be able to deliver these major projects. These major projects are likely to be delivered by a mix of external partners alongside the Skanska Partnership. In line with the threshold set by the Official Journal of the European Union (OJEU), the contract with Skanska provides the Council the ability to deliver highways schemes up to the value £4.5 million. To support the significant delivery challenge Oxfordshire County Council has introduced a client function, the Major Infrastructure Delivery Team, which will drive delivery and procurement process through partnership working with either individual OJEU tenders or Skanska contract or other framework arrangements such as Midlands Highway Alliance, of which the County is now a member (joined in March 2014).
19. This client function within the Major Infrastructure Delivery Team will be accountable for all aspects of the major projects delivery process ensuring it delivers value for money for the Council and make key decisions to steer those projects and overall programme to timely completion and within agreed budgets. This group regularly monitors individual project risks as projects move through the delivery process and ensure they follow through the relevant gateways in accordance with best practice and comply with the Council's corporate governance guidance.

Financial Implications

20. There are no specific financial implications in this report

Risk Implications

21. Risk registers are maintained at Service, Task Order level and Contract level.

RECOMMENDATION

22. **Performance Scrutiny Committee are recommended to note the performance of the partnership over the past year.**

SUE SCANE
Director for Environment & Economy

Background papers: Annex 1: OPI's and SPI's
 Annex 2: Strategic Action Plan

Contact Officer: Yim Kong 01865 323964

September 2014

Annex 1

OPI's and SPI's

Operational Performance Indicators

Defect Repair	
DE-10	Percentage of Category 1A defects made safe within two hours.
DE-20	Percentage of Category 1B defects repaired within 24 hours.
DE-30	Percentage of Category 2 defects repaired within 28 calendar days.
DE-40	Percentage of overdue defects repaired within 28 days of becoming overdue
Health and Safety	
HS-20	Percentage of site inspections completed that pass a Chapter 8 audit (signs and barriers).
HS-30	Accident Incident and Accident Frequency Rates for the Oxfordshire Service (AIR=Accident Incident Rate and AFR=Accident Frequency Rate)
Network Operations	
WS-10	Percentage of precautionary salting of the network completed before the predicted formation of ice.
HD-10	Percentage of drainage infrastructure cleansed against agreed programme.
HV-10	Percentage of vegetation cut to the agreed standard.
SB-10	Percentage of barrier tensioned against the agreed programme.
ST-10	Percentage of bridges and structures maintenance completed as agreed.
Programme Delivery	
SD-11	Percentage of Schemes completing Gateway 3 (end of Final Design) on time
SD-12	Percentage of schemes completing Gateway 5 (Closedown of Schemes) on time
SD-20	Indicator: Percentage of capital budget spent in accordance with Annual Plan.
SD-21	Predictability of Design Fee
SD-22	Accuracy of the Construction Estimate at Gateway 3
SD-23	Accuracy of the Target Price or Cost Reimbursable Cap
CS-10	Overall Customer Satisfaction with the delivery of works.
Network Management	
NM-10	Compliance with Street Works notification process for standard and major works.
HI-21	Provision of Asset Management Information as required by the Service Information
Environmental	
VM-10	Overall Performance of Vehicle Maintenance.
EN-30	Minimise the percentage of construction, demolition and excavation waste sent to landfill
Financial and Insurance	
IN-11	Amount recovered through the Green Claims process.
FI-10	Basket of Financial Indicators to monitor financial compliance with the contract.

Annex 1

OPI's and SPI's

OCC Strategic Objective	Partnership SPI Objective	Suggested Measure
Championing a World Class Economy	Successful delivery of all schemes between £1m and OJEU threshold	KPI's being developed between Skanska and OCC Contracts Team
	In-service delivery of all schemes below the OJEU threshold	Agree commercial protocol and deliver in-line with this document. Outturn report to be developed for Bix, Kennington and Shrivenham.
Supporting Healthy and Thriving Communities	Maximise spend through local/regional supply chain	15% of base budget to be delivered through local/regional supply chain
	Minimise network disruption relating to the additional capital expenditure due between 2013/14 and 2016/17	Agreed capital programme for all works
Enhancing the Environment	Acceptable long term salt storage solution	Deliver options/feasibility report in 2014 and agree options for delivery
	Link in with the Skanska 'Journey to Deep Green' initiative	1 'Green' initiative per year (as agreed) e.g. Jointly agree long-term salt storage solution
Delivering Efficient Public Services	Successful performance in relation to NHT performance metrics	Highways metrics KBI 23 - Conditions of Highways and KBI 24 - Highways Maintenance
	Ongoing improvements in the delivery of operations	1 'Innovation' per year (as agreed) e.g. Alternative pothole repair treatment
Providing Leadership and Enabling Partnership Working	Overall improvements in delivery of highways activities	Joint annual report on performance to be produced and agreed by SPB
	Happy and engaged partnership employees	Cultural survey to be undertaken in 2014 to baseline

Annex 1

Current OPI Performance

Oxfordshire County Council Highways & Transport OPI Results for 2013/14																					
Service Area	Ref	Indicator	Target	Threshold	Apr-13 Actual	May-13 Actual	Jun-13 Actual	Jul-13 Actual	Aug-13 Actual	Sep-13 Actual	Oct-13 Actual	Score Actual	Nov-13 Projected	Score Projected	Dec-13 Projected	Q3 Score	Jan-14 Projected	Feb-14 Projected	Mar-14 Projected	Q4 score	Year End Projected
Defect Repair	DE-10	Percentage of Category 1A defects made safe within two hours.	100.00%	98.00%	99.62%	99.56%	100.00%	100.00%	100.00%	100.00%	100.00%	7.00%	100.00%	7.00%	100.00%	7.00%	100.00%	99.00%	99.00%	4.67%	5.89%
	DE-20	Percentage of Category 1B defects repaired within 24 hours.	100.00%	98.00%	85.28%	85.94%	93.58%	94.87%	100.00%	100.00%	100.00%	6.00%	100.00%	6.00%	100.00%	6.00%	100.00%	100.00%	99.00%	5.00%	3.25%
	DE-30	Percentage of Category 2 defects repaired within 28 calendar days.	90.00%	80.00%	45.03%	61.12%	77.70%	84.92%	95.34%	96.10%	95.64%	7.00%	99.00%	7.00%	99.00%	7.00%	99.00%	99.00%	99.00%	7.00%	4.95%
	DE-40	Percentage of overdue defects repaired within 28 days of becoming overdue	100.00%	95.00%	74.73%	84.47%	28.00%	n/a	100.00%	100.00%	53.00%	0.00%	100.00%	3.00%	100.00%	2.00%	100.00%	100.00%	100.00%	3.00%	2.00%
DEFECT REPAIR												20.00%		23.00%		22.00%				19.67%	16.09%
	HS-20	Percentage of site inspections completed that pass a Chapter 8 audit (signs and barriers).	95.00%	80.00%	89.66%	n/a	92.31%	n/a	90.63%	90.00%	100.00%	5.00%	90.00%	3.33%	90.00%	3.89%	90.00%	90.00%	90.00%	3.33%	3.58%
	HS-30	Accident Incident and Accident Frequency Rates for the Oxfordshire Service (AIR=Accident Incident Rate and AFR=Accident Frequency Rate)	1373	1373	569.00	380.00	380.00	569.00	949.00	759.00	759.00	4.83%	500.00	5.00%	500.00	4.94%	500.00	500.00	500.00	5.00%	4.82%
			0.3	0.6	0.25	0.16	0.16	0.24	0.40	0.32	0.31		0.10		0.10		0.10	0.10	0.10		
HEALTH & SAFETY												9.83%		8.33%		8.83%				8.33%	8.40%
Winter Service	WS-10	Percentage of precautionary salting of the network completed before the predicted formation of ice.	100.00%	90.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.00%	100.00%	7.00%	100.00%	7.00%	100.00%	100.00%	100.00%	7.00%	7.00%
Highway Drainage	HD-10	Percentage of drainage infrastructure cleansed against agreed programme.	100.00%	75.00%	52.00%	61.00%	83.00%	67.00%	100.00%	100.00%	77.00%	0.48%	90.00%	3.60%	90.00%	2.56%	90.00%	90.00%	90.00%	3.60%	2.70%
Highway Verges	HV-10	Percentage of vegetation cut to the agreed standard.	100.00%	80.00%	100.00%	100.00%	84.60%	100.00%	100.00%	100.00%	100.00%	4.00%	100.00%	4.00%	100.00%	4.00%	100.00%	100.00%	100.00%	4.00%	3.74%
Safety Barriers	SB-10	Percentage of barrier tensioned against the agreed programme.	100.00%	90.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	4.00%	100.00%	4.00%	100.00%	4.00%	100.00%	100.00%	100.00%	4.00%	4.00%
Structures	ST-10	Percentage of bridges and structures maintenance completed as agreed.	100.00%	75.00%	84.62%	100.00%	93.33%	100.00%	100.00%	100.00%	100.00%	4.00%	100.00%	4.00%	100.00%	4.00%	100.00%	100.00%	100.00%	4.00%	3.71%
NETWORK OPERATIONS												12.48%		22.60%		21.56%				22.60%	21.15%
Scheme Delivery	SD-11	Percentage of Schemes completing Gateway 3 (end of Final Design) on time	80.00%	70.00%	n/a	n/a	n/a	44.44%	40.00%	0.00%	n/a	3.00%	80.00%	3.00%	80.00%	3.00%	80.00%	80.00%	80.00%	3.00%	1.50%
	SD-12	Percentage of schemes completing Gateway 5 (Closedown of Schemes) on time	80.00%	70.00%	n/a	n/a	n/a	0.00%	0.00%	0.00%	n/a	3.00%	60.00%	0.00%	70.00%	1.00%	80.00%	90.00%	100.00%	3.00%	1.00%
	SD-20	Indicator: Percentage of capital budget spent in accordance with Annual Plan.	80.00%	75.00%	92.00%	100.00%	82.00%	99.58%	92.83%	100.00%	n/a	2.00%	80.00%	2.00%	80.00%	2.00%	80.00%	80.00%	80.00%	2.00%	2.00%
	SD-21	Predictability of Design Fee	80.00%	70.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00%	75.00%	1.00%	75.00%	1.33%	75.00%	75.00%	75.00%	1.00%	0.58%
	SD-22	Accuracy of the Construction Estimate at Gateway 3	95.00%	90.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00%	92.00%	0.80%	95.00%	1.60%	100.00%	100.00%	100.00%	2.00%	0.90%
	SD-23	Accuracy of the Target Price or Cost Reimbursable Cap	95.00%	90.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00%	96.00%	2.00%	96.00%	2.00%	98.00%	98.00%	98.00%	2.00%	1.00%
Customer Service	CS-10	Overall Customer Satisfaction with the delivery of works.	85.00%	65.00%	90.50%	n/a	n/a	88.30%	89.10%	70.50%	n/a	0.00%	90.00%	4.00%	90.00%	4.00%	90.00%	90.00%	90.00%	4.00%	3.76%
PROGRAMME DELIVERY												14.00%		12.80%		14.93%				17.00%	10.74%
Network Management	NM-10	Compliance with Street Works notification process for standard and major works.	95.00%	85.00%	81.50%	77.60%	77.00%	81.70%	84.62%	64.00%	90.40%	2.70%	80.00%	0.00%	80.00%	0.90%	80.00%	80.00%	80.00%	0.00%	0.23%
Highways Asset Inventory Collection	HI-21	Provision of Asset Management Information as required by the Service Information	98.00%	93.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%
NETWORK & ASSET MANAGEMENT												2.70%		0.00%		0.90%				0.00%	0.23%
Vehicle Maintenance	VM-10	Overall Performance of Vehicle Maintenance.	95.00%	90.00%	95.55%	97.00%	95.89%	96.42%	97.67%	97.00%	99.28%	5.00%	97.00%	5.00%	97.00%	5.00%	97.00%	97.00%	97.00%	5.00%	5.00%
Environmental	EN-30	Minimise the percentage of construction, demolition and excavation waste sent to landfill	20.00%	30.00%	20.01%	18.85%	22.02%	15.10%	13.94%	18.51%	8.40%	4.00%	18.00%	4.00%	18.00%	4.00%	18.00%	18.00%	18.00%	4.00%	3.93%
ENVIRONMENTAL												9.00%		9.00%		9.00%				9.00%	8.93%
Green Claims	IN-11	Amount recovered through the Green Claims process.	£100,000	£50,000	£0	£0	£9,700	£9,700	£13,719	£14,463	£21,482	0.00%	£31,482	0.00%	£41,482	0.00%	£51,482	£61,482	£71,482	0.69%	0.32%
INSURANCE												0.00%		0.00%		0.00%				0.69%	0.32%
Financial	FI-10 NEW	Basket of Financial Indicators to monitor financial compliance with the contract.	90.00%	80.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	85.00%	85.00%	1.00%	0.00%
FINANCIAL														0.00%		0.00%				1.00%	0.00%

77.23%

78.29%

65.86%

Oxfordshire County Council Highways & Transport

Financial Indicators - Proposals for 2012-13

Service Area	Ref	Indicator	Purpose / Aim	Description	Formula	Target	Threshold	Oct 2013	Score
INVOICING									
INVOICING	A1 NEW	Timeliness of Certificate	This indicator measures the timeliness of certificate submission against the agreed programme for submitting the certificate.	This indicator measures the performance of Atkins in submitting the Certificate on or before the dates given in a programme of submission dates agreed in advance. The monthly timescales for submission of the certificate are set out in Clause 2 of the Contract with the Assessment Date being defined in Section 1.2 as the last day of the calendar month. In Annex 4 of the Service Information a monthly timetable for budget monitoring is set out in Appendix 4. The agreed programme of submission dates ensures that adequate time is allowed to update the council's financial monitoring system SAP.	$(X / Y) \times 100$ Where X = Number of certificates submitted on or before the programmed date Y = Total number of certificates due to be submitted (up to a maximum of 12 per year)	100.00%	80.00%	5/7	71%
	A2 NEW	Corrective Actions	This indicator measures the number of agreed changes as identified by budget holders that are corrected on the financial systems before the next certificate.	This indicator measures the Atkins' performance in processing the transfer requests that accompany the certificate assessment. A transfer request instigates making agreed changes to Atkins financial systems before the issue of next certificate. A request is classed as closed once marked as 'closed' on the Transfer Tracker sheet. This indicator ensures that budget holders and project managers are reviewing and approving up to date cost information.	$(X / Y) \times 100$ Where X = Number of change requests completed before the issue of the next certificate Y = Total number of change requests submitted within the financial year	100.00%	80.00%	0/0	100.00%
	A3 NEW	Accuracy of certificate compared to INFORM	This indicator measures the accuracy of the financial information contained on the certificate against the information contained in INFORM	The monthly certificate and the monthly certificate (Application for Payment) should give a single view on the same data as at the Assessment Date. This information is used by Budget Holders and Project Leads to monitor the monthly spend and forecast future spend. Accuracy of the figures builds confidence in the financial management and improves financial control. On receipt of the certificate the Contracts Team carry out a number checks totalling the certified amount on the certificate and comparing with the total values contained within INFORM. This Indicator will measure the difference between the two values; if all the systems are correct should be zero.	$(X / Y) \times 100$ Where X = Number of Certificates received where there is no difference between the assessed amount on the certificate and on INFORM Y = Total number of certificates due to be submitted (up to a maximum of 12 per year)	80.00%	60.00%	7/7	100%
PRICING									
PRICING	B1 NEW	Task Order Quotations	This indicator measures the success of the Partnership in submitting task order quotations within the agreed timescales	This is a measurement of standard deviation from the agreed delivery timescales pertaining to submission of task order quotations that may reasonably be assessed under the contract. The OPI is designed to promote an out-perform delivery from all aspects of the the partnership and measures the average completion rate over a period of defined time. An LPI measures the performance of the employer in the same regard.	$(X / Y) \times 100$ Where X = Number of task order quotations delivered within the agreed timescales within a [x] defined period Y = Total number of task order quotations required in a [x] defined period	90.00%	80.00%		
	B2 NEW	Estimates	This indicator measures the success of the Partnership in submitting estimates within the agreed timescales	This is a measurement of standard deviation from the agreed delivery timescales pertaining to submission of estimates that may reasonably be assessed under the contract. The OPI is designed to promote an out-perform delivery from all aspects of the the partnership and measures the average completion rate over a period of defined time. An LPI measures the performance of the employer in the same regard.	$(X / Y) \times 100$ Where X = Number of estimates delivered within the agreed timescales within a [x] defined period Y = Total number of estimates required in a [x] defined period	90.00%	80.00%		
	B3 NEW	Accuracy of Quotations	This indicator measures whether quotations are compliant with the contract	This indicator measures the Atkins' performance in providing Task Order quotations that are compliant with the Derived Prices submitted at Tender. The indicator will be based on the number of Task Order quotations that are rejected for non-compliance.	$(X / Y) \times 100$ Where X = Number of Task Order Quotations that are fully compliant with the contract Y = Total number of quotations received	100.00%	80.00%	80%	80%
FINANCIAL INFORMATION									
	C1 NEW	Accuracy of Certificate Cost Capture	This indicator measures the accuracy of the cost capture information within the monthly certificate by measuring the number of agreed changes as identified by budget holders or project leads.	This indicator measures the quality of the cost capture behind the financial information provided by Atkins on the monthly certificate. The indicator is based on the number of Task Orders on each certificate where the value assessed by Atkins does not equal the amount as assessed and certified by the budget holder / project lead.	$(X / Y) \times 100$ Where X = Number of task order quotations where the value assessed by Atkins does not equal the amount certified by the budget holder or project lead Y = Total number of open task orders on the monthly certificate	100.00%	80.00%	344/368	93.48%
REPORTING VARIATIONS									
REPORTING VARIATIONS	D1 NEW	Compensation Events	This indicator measures the timeliness of the submission of CE's by the partnership against the agreed timescales.	This indicator measures the performance of the provider in notifying a compensation event in accordance with contract requirements and associated agreements. An LPI measures the performance of the employer in the same regard.	$(X / Y) \times 100$ where X = Number of compensation events submitted within the agreed timescales within a [x] defined period Y = Number of CE's required in a [x] defined period	100.00%	90.00%		
	D2 NEW	Change Management	This indicator measures the compliance of the processes of Change Management, Early Warnings and Compensation Events within the partnership.	This indicator measures the performance of the provider in compliance with the agreed processes set out in the IMS when compiling and submitting Early Warnings and Compensations Events. An LPI measures the performance of the employer in the same regard.	$(X / Y) \times 100$ where X = Number of Early Warnings & Compensation Events submitted in a month in accordance with the agreed processes in a [x] defined period Y = Number of Early Warnings & Compensation Events required in a [x] defined period.	100.00%	90.00%		
AUDITS									
REPORTING VARIATIONS	E1 NEW	Implementation of Audit Management Actions.	This indicator measures the success of the Service in implementing actions specified to address issues identified in audits undertaken within the Service.	This indicator measures the performance of Atkins in implementing and appropriately evidencing improvements of identified weaknesses following OCC Corporate Audit investigations which either a) an Atkins Officer is the identified lead in the original report or b) requires implementation within the Delivery arm of the Service. Actions should be completed to deadline to agreed timescales within HTLT Action Plan unless otherwise agreed by HTLT.	$(X / Y) \times 100$ where X = Number of actions completed to deadline Y = Total number of actions due to be completed (ie 23 by end of year)	100.00%	90.00%		
	E2 NEW	Auditable Financial Systems	This indicator measures the success of the Service in maintaining robust and auditable systems of working which align with governance requirements of Oxfordshire County Council.	This indicator measures the performance of Atkins in maintaining robust financial systems. Future corporate audits on works and systems of Highway & Transport should not identify any weaknesses in of financial systems or governance with respect to process or application of process for which Atkins are either a) entirely responsible or b) weaknesses identified within the Delivery arm of the Service	The OPI will be deemed to have failed if either any Priority 1 or more than 2 Priority 2 weaknesses are identified.	N/A	N/A		

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Strategic Business Plan - Action Plan

	Service Area	Issue	Action	Contract Action Plan Reference	Service Area Lead	Nominated Lead	Target Date	Decision Maker
	Service Wide							
1		There is currently no strategic plan for delivering the Service to the end of the current partnership contract	Develop a Business Plan identifying short (0-5 yrs.), medium (5-10 yrs.) and long (10-15 yrs.) goals		Contract Leadership Team	Steve Smith	Dec 2014	SPB
2		There are areas of financial management and monitoring that require clarification and agreement	These areas have been identified and captured in the Contract Action Plan. Skanska, in conjunction with OCC compliance functions, are undertaking a full review of systems and processes to support this development. Forward plan required. These actions to be completed to the identified timescales in the Contract Action Plan	1.0; 4.1; 4.2; 4.3; 4.4; 4.5; 6.1; 6.2; 6.3; 6.4; 6.5; 6.6.; 7.1; 7.2; 7.3; 7.4; 12.2; 12.22	Contracts and Commercial Teams	Jim Daughton	Dec 2014	SPB
3		Current systems do not efficiently support financial capture and reporting	Skanska to review the current 'Inform' financial system as part of the Project Waterfall initiative to identify improvements or recommend a new system Implement improvements or replace with new system		Skanska (Maple Cross)	Jim Daughton	March 2015	SPB
4		Service currently uses a large number of systems which do not effectively work together leading to inefficient Service Delivery in some areas and the inability to use collected information intelligently	OCC to review current systems and propose a system utilising a single source of data to support the whole Service - this is being addressed under the current IT Project Skanska are currently reviewing all their support systems as part of the Project Waterfall initiative The IT Project and Project Waterfall to develop proposals in parallel to identify synergies and areas where a common approach could be achieved	11.1; 11.2; 11.3;11.4; 11.21; 11.22; 11.23; 11.31; 11.32; 11.33; 11.34	Network Team Skanska (Maple Cross) Network Team/Skanska (Maple Cross)	Steve Smith Steve Smith	February 2015 March 2015	CLT CLT
5		Inconsistent approach to engagement of the design and commercial teams when developing schemes and programmes of work (Asset Management and Strategy)	Develop protocols to engage the Design and Commercial Team early when assessing and developing schemes and programmes of work Review of financial estimating throughout a project or programme lifecycle Embed protocols into Business Processes Agree pallet of acceptable materials and street furniture to reduce on-going maintenance costs and communicate throughout the Partnership (including Strategy Teams) Training to provided to ensure requirements are understood	14.1; 14.2; 15.3	Asset, Strategy, Design and Skanska Commercial Teams	Steve Smith Steve Smith	Dec 2014 March 2015	HOB HOB
6		Lack of structure, guidance or process for identifying efficiencies or value for money	Review and agree protocols to capture, measure and report efficiency savings and value for money of Service Delivery Develop appropriate Business Processes and carry out training where required	17	Asset, Strategy, Programme, Design, Skanska Commercial and OCC Contracts Teams	Owen Jenkins	March 2015	HOB
7		Compliance with Change Control process across the Service is inconsistent	Review behaviours driving non-compliance Identify and implement an action plan to ensure compliance	2.0; 2.1; 2.2; 2.3	Programme Office and Design Team	Dave Husband	March 2015	HOB
8		Gateway (milestone) compliance for all areas of scheme development and delivery is poor	Review behaviours driving non-compliance Identify and implement an action plan to ensure compliance	12.10; 12.12; 12.13; 12.21; 12.23; 12.24, 14.2; 15.1; 15.2	Programme Office and Design Team	Dave Husband	March 2015	HOB
9		Risk management across the Service is inconsistent - there is lack of clarity of how to identify, manage and escalate risk	Undertake comprehensive review of risk identification across the Service. Identify protocols for identifying, managing and escalating risk for various elements of Service Delivery(i.e. Contract/Programme/Project/financial) and embed in the Business Processes Undertake a programme of training	5.1; 5.2; 5.3; 5.4; 5.5; 5.6; 5.7; 5.8; 5.9	Contract Leadership Team	Owen Jenkins	March 2015	EELT

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10	Inconsistent approach 'end of scheme' evaluation to identify lessons learnt and facilitate a continuous improvement	Review most appropriate way of undertaking end of scheme or programme completion reviews. Identify most appropriate method of feeding back lessons learnt through the Service Identify structured procedure for undertaking Continuous improvement reviews and introducing initiatives back into the Service		Programme Office, Design, Asset and Strategy Teams	Dave Husband	August 2015	HOB
11	There are a number of issues relating to the existing Business Processes: -Missing processes, -Processes not fit for purpose, -Overly complicated Processes -Lack of clear links to other relevance processes The above issues are also affecting effective communication through Scheme/Programme Delivery	Undertake a comprehensive review of the existing processes Implement a programme to update the Business Process to ensure they are LEAN and fit for purpose Implement a structured training programme Identify structured protocols for future maintenance, management and auditing of the Business Processes	18	Service Manager (Network and Asset Management)	Steve Smith Steve Smith Steve Smith Steve Smith	March 2015 December 2015 January 2015 March 2015	HOB
12	Need to develop Long Term Programmes of work to enable long term planning leading to greater effective planning, efficiencies and value for money	Asset and Strategy Teams to develop protocols for developing Long Term Programmes of work (5+ years) along with timescales for providing this information Agree protocols to review long term programmes to identify opportunities and risks to ensure effective and efficient Service Delivery		Asset Management, Strategy & Infrastructure and Programme Office	Steve Smith Dave Husband	March 2015 July 2015	
13	Lack of coordinated approach to scheme identification and development across disciplines and Service Areas (i.e. Asset & Strategy)	Develop a structured approach of capturing and reviewing the long term programmes of work (i.e. 5+ years) identified by the Asset and Strategy Teams Develop protocols to feedback output from these reviews to : -Identify opportunities and risks in future programmes -Identify areas where there will be a need for the Asset and Strategy Teams to work together on joint bids -Identify additions to the asset data base due to proposed schemes -Identify where early involvement is required by the design and commercial teams		Programme Office, Asset and Strategy Teams	Dave Husband	July 2015	
14	Current Programme and financial profiling data base are held on to different systems leading to inefficient updating of programme information. There is also a lack of effective means of capturing and reviewing resource utilisation across the service which will enable more effective planning and service delivery	Introduce a 'single source' programming tool which can capture progress, financial profiling and resource. Roll out appropriate training		Programme Office	Dave Husband	December 2015	SPB
15	Service to be structured to enable flexibility and adaptability to meet future demands	Undertake a review of the Service Structure against future needs of the Service to build in flexibility and resilience against change Implement proposals for the new structure Develop protocols to facilitate rotational opportunities for staff to experience other areas of the Service to build up a wider experience base (to also include rotation across organisations) Undertake a more structured approach to training. Areas of the business to broaden staff exposure across the Service and target training based on future needs and challenges Develop protocols for introducing 'Agile' working across the Service		Contract Leadership Team	Yim Kong	March 2015	CLT
16	There needs to be a greater understanding of customer needs and concerns. The way customer feedback is collected is inconsistent.	Review how customer satisfaction is captured and whether the information captured is relative to the public's concerns Develop guidance for capturing and reporting customer satisfaction and embed into Business processes		Contract Leadership Team	Owen Jenkins	March 2015	HOB

17	Appears to be a lack of collective Service identity and understanding of the aims and vision of the Partnership	<p>Develop the three main actions out of the HMEP peer review (Process, Culture and Structure). This should also align with establishing and reinforcing Trust within the Partnership and ensuring an ethical approach to Service delivery is followed</p> <p>Undertake a 'Re-launch' of the Contract to re-enforce the aims and vision of the Partnership to deliver the Service</p> <p>Set up a forum for regular staff engagement communication relating to Service aims and objectives</p>	Contract Leadership Team	Yim Kong (structure) Steve Smith (process) Jim Daughton (culture)	March 2015 December 2015 March 2016	SPB
18	There is a need to raise awareness of the way the Service operates with Members and the Public to ensure successes and achievements are communicated and celebrated	<p>Develop a structured approach to Member engagement and decision making embed in the Business processes</p> <p>Develop a forum which identifies potential opportunities to raise the profile of the service (i.e. National Publications, Industry Press and Industry Awards) and pro-actively pursue these opportunities</p>	Contract Leadership Team	Mark Kemp Owen Jenkins	March 2015 March 2016	CLT SPB
19	Given the reduction of staffing the service has the potential for several single points of failure should key staff leave and as such would suffer the loss of corporate knowledge/ memory.	<p>Develop better measures to record essential information that enables greater accessibility by all staff.</p> <p>Develop a development strategy for staff to enable greater resilience.</p>	Contract Leadership Team	All Managers Mark Kemp	July 2015 March 2015	CLT CLT
20	Lack of strategic approach to meet Contract aims and vision to deliver an efficient and high quality service and to be a leading Transport Authority	<p>Develop a strategy for developing the Service to meet the aspiration of becoming a Leading Highway Authority by developing exemplar areas within the Service</p> <p>Introduce a defined plan with targets and identify method of reporting progress against agreed targets</p>	Contract Leadership Team	Owen Jenkins Owen Jenkins	March 2015 March 2015	CLT SPB
21	Current office and depot arrangements will need to be adapted to meet the demands of Service re-structure, financial pressures and to maximise more efficient ways of delivering the Service	<p>Undertake a review of the current office based property portfolio against proposed Service structure and agile working proposals.</p> <p>Identify a structured property portfolio strategy with clearly defined targets for implementation</p> <p>Undertake a Depot review and develop a strategic approach to more efficient working practices.</p> <p>Identify a programme of proposal implementation.</p>	Contract Leadership Team	Yim Kong Owen Jenkins Jim Daughton Owen Jenkins	December 2015 March 2015 September 2015 December 2015	CLT CLT CLT EELT
22	To promote a more integrated Service, build up a flexibility of our skill base and identify and support talented staff a more structured approach to staff development is required	<p>Promote the mobility of staff around the Service to facilitate exposure to a range of development and delivery areas to broaden staff skill base (including cross organisation)</p> <p>Implement a performance and development approach through the appraisal process and succession planning</p> <p>Review, develop and implement recruitment and retention policies (including talent spotting)</p>	Contract Leadership Team	Mark Kemp	March 2016	CLT
23	Innovation is not targeted, identified or captured in a structured way	Develop protocols for regularly reviewing, identifying and implementing potential innovation within the Service	Contract Leadership Team	Owen Jenkins	March 2015	SPB
24	There is ambition within the Service to reduce current level H&S accident figures . There is a need to develop a culture of greater H&S awareness and compliance (e.g. reporting of 'Near Misses')	<p>Review behaviours which are driving accidents within the Service</p> <p>Identify and implement measures to change behaviours and reduce accidents - target should be Injury Free Environment, which should be rolled out across all partnership staff.</p>	Contract Leadership Team	Jim Daughton Jim Daughton	March 2015 March 2016	HOB SPB
Highway Maintenance						
25	Need to ensure that Highway Maintenance and Improvements are undertaken as efficiently as possible and decisions based on sound reasoning.	<p>Develop and Implement Highway Asset Management Plan</p> <p>Implement principles of Building Information Management (BIM) into processes and ways of working to better inform strategies, programmes and projects.</p>	Contract Leadership Team	Steve Smith Steve Smith (asset)/Jim Daughton (delivery)	October 2014 December 2015	CLT SPB

DRAFT

26	A new approach will be required in future when bidding for additional funding taking into account social and economic benefits as well as technical requirements	Develop protocols for compiling bids based on future requirements - (e.g. there will be a greater emphasis on the economic and social benefits of a proposal for future bids to be successful)		Asset and Strategy Teams, Programme Office	Tom Flanagan (Strategy & Infrastructure) Steve Smith (commercial)	March 2015	EELT
27	Asset Inventory collection does not yet extend to all assets - further inventory information needs to be captured enable a fully informed asset led approach Asset led approach	Asset Management Team to review the recently completed asset inventory and identify and additional information that is required Arrange for additional asset information to be collected and added to the asset data base	3.0; 3.1	Asset Management	Steve Smith	March 2015	HOB
					Steve Smith	March 2016	CLT
28	There is a need to move away from the current reactive approach to Asset Management to a more Asset led preventative approach (i.e. through the application of BIM)	Identify how the Asset data base will be used to capture future maintenance information For each asset group, identify how this data will be used to introduce an asset led proactive approach Embed protocols into the Business Processes Undertake appropriate training and communication		Asset Management	Steve Smith	December 2014	HOB
					Steve Smith	March 2015	HOB
					Steve Smith	July 2015	HOB
					Steve Smith	December 2015	HOB
29	Lack of structured approach to coordinate planned and routine maintenance work between the Asset, Areas Stewards and Operations Teams	Review how Area Steward work is identified and develop protocols to provide identified work to the Programme Office Develop protocols based upon the Annual Plan to review and identify opportunities to combine Capital works and Routine activities Embed protocols into Business Processes		Programme Office, Asset, Design, Area Stewards and Operations Teams	Owen Jenkins	December 2014	HOB
					Dave Husband	March 2015	HOB
					Dave Husband	July 2015	HOB
30	Greater use of the Annual Plan could be used to coordinate/incorporate routine maintenance works with Highway Improvement schemes	Set up protocols for reviewing the Annual Plan and planned routine works to identify opportunities to coordinate works		Programme Office and Operations Team	Dave Husband	July 2015	HOB
31	A number of Asset Management Policies are now out of date and require review and amendment	Review existing Policies and identify a programme of updates Identify and undertake any training required as a result of Policy updates		Asset Management	Steve Smith	October 2015	HOB
32	Current Bridges data base requires review and update - this issue is compounded by the lack of a robust Bridge Management system	Carry out an exercise to review content of Bridges data base and identify programme of updating data. Tie into the current IT Review Project to ensure the needs of the Bridge Team will be addressed by the outcomes of this project		Asset Management (Bridges team)	Steve Smith	December 2014	CLT
					Steve Smith	March 2016	CLT
33	There is a significant backlog of Bridge inspections resulting in a lack of clarity of future work requirements and funding	Identify a structured approach, with clear performance metrics, to managing the backlog of Bridge Inspections clearing identifying timescales and resource requirements Implement agreed proposals		Asset Management (Bridges team)	Steve Smith	March 2015	HOB
34	There is a need to review where the existing Highway Design Standards are too onerous for the County Network and where local standards could be developed and adopted	Undertake a review of existing standards to identify areas which are being 'over designed' Develop and agree local design standards Communicate revised approach		Asset and Design Teams	Steve Smith	March 2015	CLT
35	There are potential inefficiencies in the way the Winter Service is delivered	Undertake a review of Winter Service to identify effective and efficient service delivery Build review actions into the Business Processes	16.1; 16.2	Operations Team	Jim Daughton	September 2015	HOB
Highway Improvements							

36	There is a greater need to work much closer with Asset management to develop bids to obtain funding for future schemes and establish more robust strategies for longer term planning	Develop protocols to ensure greater coordination with the Asset Team for longer term planning and compiling bids based on future requirements (eg. there will be a greater emphasis on the economic and social benefits on a proposal for future bids to be successful)		Strategy, Asset and Programme Office	Steve Smith	March 2015	HOB
37	Future schemes bids will need to align with the Thriving Oxfordshire Plan and Growth Agenda (i.e. current SEP bid)	The identification and development of schemes should be coordinated with the Asset Team utilising their asset led approach This requirement should be embedded into the Business Processes		Strategy and Asset Teams	Steve Smith	March 2015	HOB
38	With the increase in Major Projects there is a need to establish defined links with the Commercial Major Projects teams particularly with regard to procurement options	Review and agree protocols for engaging the Major Project Team when identifying and developing schemes Embed in Business Processes		Strategy and Major Projects Team	Yim Kong	December 2015	HOB
39	Establish closer links with Skanska Major Projects Team to understand how the efficiencies brought by the partnership could lead to more effective scheme delivery	Establish formal links with Skanska major projects teams at scheme development stage to ensure all efficiency opportunities are captured		Strategy, Skanska Commercial, Programme, Skanska Major Project Team	Jim Daughton	December 2015	HOB
40	Scheme handover process from Strategy to Commercial needs to be finalised and rolled out including any relevant training	Identify and roll out Training to support the developed handover process		Contract Leadership Team	Steve Smith	December 2015	EELT
Highway Management							
41	There is a lack of structured coordination between the Network, programme, Asset Management and Strategy Teams	Undertake a review of the current systems for communicating Network information (particularly the coordination with the Asset and Strategy Teams) Identify amendments and embed in Business Processes		Network, Asset, Strategy, Delivery and Programme Teams	Steve Smith	March 2015	HOB
42	There is a need to develop an overall strategy to manage the Network more effectively	Set up a project to develop a coordinated Network Management strategy Develop protocols to implement the agreed strategy		Network Management Team	Steve Smith	September 2015	Cabinet
43	There is a need to develop a structured and consistent way of communicating information about the Network to the public	Set up a project to develop a structured and consistent way of communicating information about the Network Implement the agreed actions from the project		Network Management Team	Steve Smith	September 2015	CLT
44	There is a disconnect between Land and Records data bases and Network records - digitisation of L&R is not reconciled with Network records leading to inconsistent information	Complete the digitisation of Land & Records data base Undertake review to establish the most effective way to manage data and records to ensure consistent and up to date information is available to both teams Embed protocols into Business Processes		Network Management Team	Steve Smith	September 2015	CLT
45	The new Statutory requirements for Noticing need to be communicated and training provided	Review the new Statutory requirements for Noticing and identify changes Update existing Business Processes to reflect the identified changes Roll out training as required		Network Management Team	Steve Smith	September 2015	HOB
46	Existing Exor defects data base needs to be cleansed of incorrect and out of date data	Initiate project to cleanse data base of incorrect and out of date data		Network Management Team	Steve Smith	March 2015	HOB

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Division(s):

PERFORMANCE SCRUTINY COMMITTEE - 25 SEPTEMBER 2014

**OXFORDSHIRE FIRE AND RESCUE SERVICE PERFORMANCE
UPDATE – ANNUAL REPORT (INCLUDING RESPONSE
STANDARDS), OPERATIONAL PEER CHALLENGE AND 365ALIVE
TARGET REVIEW**

Report by the Chief Fire Officer – Fire & Rescue Service

Introduction

1. Oxfordshire Fire and Rescue Service (OFRS) is a learning organisation committed to continuous improvement. This paper summarises its operational and organisational performance over the last financial year, as detailed in its Annual Report (including response standards) (Annex 1) and its Operational Peer Challenge Report (and associated Action Plan) (Annex 2). It also highlights the Service's commitment to further stretch its targets to save life, reduce costs from emergency incidents and promote public safety during the last two years of its 10-year 365alive vision (finishing in 2016).
2. The Annual Report is a publicly available document that ensures OFRS is both transparent and able to be held to account regarding its key areas of performance - in line with both the Council's expectations and those of the government. A copy of the annual report can be found on our website.
3. The Operational Peer Challenge Report was instigated by OFRS to challenge specific areas of its performance. The subsequent assessment was undertaken using a nationally recognised assessment and review process that has been agreed and adopted by all UK Fire & Rescue Services and is co-ordinated by the Local Government Association, in conjunction with councillors and senior fire and rescue service managers. The final report of the peer challenge team is also publicly available via the website.
4. In Oxfordshire, the review focussed primarily on how well the Service manages public and firefighter safety in the face of emergency incidents. However, it also covered areas such as the broader achievement of outcomes for citizens (e.g. Safeguarding), as well as the effectiveness of the organisation's leadership, governance and capacity to meet both its current and future needs.

Annual Report – Key Points

5. In 2013-2014, OFRS continued to perform strongly against its own performance measures, its previous year's performance and the performance of similar fire and rescue services.
6. Specifically, the report highlights that the Service has already exceeded the 10-year targets set back in 2006 with its 365alive vision (i.e. 365 more people alive, £100 million saved and 840,000 people safer). Not only has this resulted in significant financial savings to the public of Oxfordshire over the

last eight years, it has kept more people safe in their own homes, at work and on the county's roads. All the activities undertaken to deliver our 365alive vision are part of the Service's journey to be the most integrated fire and rescue service in the UK.

7. Other notable successes include the reduction in people killed on Oxfordshire's roads, which totalled only 19 last year. This is the lowest recorded figure in the last decade. Sadly, two people died as a result of accidental fires in their homes. Although this is a smaller figure than might be expected for a county with the population size of Oxfordshire, it is still a tragedy for the families of those involved and goes against our intention that no one should die as the result of a fire in Oxfordshire.
8. In terms of wider community protection and wellbeing activities, through its participation in the Oxfordshire Safeguarding Adult and Child Boards, OFRS instigated 62 safeguarding alerts to adult and children's social service teams.
9. In addition, firefighters have now been trained in enhanced emergency medical skills so that they can provide critical care in the early stages of any emergency. Since its introduction, fire crews have used these skills at 256 incidents.
10. In terms of performance measures, OFRS sets itself 25 customer focused, strategic performance indicators, and, this year, achieved its targets for 16 of them. A further six were very close to being achieved. The three areas where the Service fell below its targets were in relation to fire deaths, 100% availability of on-call fire engines and the turnover of on-call staff (all detailed in the report).
11. Last year, OFRS responded to 5,505 incidents, including calls into other counties. The average response time was nine minutes three seconds. The Service aims to arrive at 80 per cent of emergencies in 11 minutes or fewer and 95 per cent of emergencies in 14 minutes or less. In 2013-14, the first fire engine arrived at 76.9 per cent of emergencies in 11 minutes or less and 92.14 per cent of emergencies in 14 minutes or less, from the time the station was first alerted.
12. As for the work at emergency incidents, 98 per cent of people who the Service responded to in an emergency in their homes were satisfied with what the fire crews did and 99 per cent were satisfied that they kept the effects of the incident to a minimum.
13. In respect to other key areas of performance, all Community Risk Management Plan (CRMP) projects were delivered in time, with the Thames Valley Fire Control Service (TVFCS) programme also progressing well and due to start operating in December 2014.
14. In addition, an external audit of OFRS health and safety management systems showed an overall high performance rating of 87%. This represents an improvement on last year's assessment.

15. Finally, the budget for OFRS for 2013-14 was £24,941,368 – with the most recent national (CIFPA) breakdown of costs (from 2012-13) showing the cost of providing the fire and rescue service in the county being approximately 11p per day for each person – or £41.80 per person per year.

Operational Peer Challenge – Key Points

16. In May 2014, OFRS undertook a successful Operational Peer Challenge. The feedback from the peer review team was very positive; praising the Service's leadership at all levels during challenging times, as well as the political support received from elected members. The report highlights 33 areas to explore, from which an action plan has been produced.
17. In terms of outcomes for local citizens, the Service's commitment to wider safeguarding issues, in line with council priorities, was seen by the review team as notable practice to be shared across the wider UK fire sector.
18. Other areas of notable practice were;
- strong and well-embedded performance management ethos and systems across the Service.
 - the development of enhanced emergency medical skills, in partnership with South Central Ambulance Service.
19. The review team also recognised the development of strong working relationships with partners in both the private and public sector and the of positive outcomes for citizens that OFRS achieved through their work to secure sprinkler installation commitments for the major Westgate Shopping development, Campsfield House Immigration Removal Centre and Oxford City Council's High Rise Flats. .
20. In respect to areas of further development, there were a number of key aspects of the Service's work that the review team assessed as requiring specific focus going forward.
- Reinvigoration of the '365alive' vision within the Service, as it had reached its 10-year targets two years ahead of schedule.
 - Building on the successes and lessons learnt from the Winter floods of 2013/2014 across the county, to work with the emergency planning team to become key players in the future engagement, assistance and promotion of community resilience initiatives, particularly in relation to adverse weather planning and preparation –
 - Finally, the review team noted that on-call recruitment, selection, development and retention remained an on-going and mutable challenge (as it is across all FRS's with significant on-call establishments) – and although the Service had put in place a number of innovations in respect to flexible, focussed and pragmatic support and training for the on-call staff

(matched by the Authority's continuing commitment in terms of financial investment) – the Service would need to continue to invest and innovate in order to maintain their high operational standards and good levels of availability of fire engines across the rural parts of Oxfordshire.

365alive - Target Review

21. Following the observations and feedback of the Peer Review Team, the Service has drawn up an action plan with the aim for further service improvement and better citizen outcomes.
22. One of the key areas highlighted was the stretching of the 365alive targets over their last two years up to 2016.
23. As a consequence, the Service has reviewed its past eight years' performance against the established targets and set challenging new goals based on its best performing years. In reality, this equates to a 25% increase in targets for lives saved (45 per year as opposed to 36), money saved (£12.5m per year as opposed to £10m) and face-to-face safety messages delivered (104,000 per year, as opposed to 84,000). There is also an additional target set for the delivery of safety messages through social media and traditional media campaigns. These revised targets will be explained to the Scrutiny Committee via a presentation from the Chief Fire Officer.
24. From both a review team and Service perspective, this resetting of the targets for their last 24 months was seen as vital for keeping the strong momentum and innovation going in the prevention and protection arenas, as well as helping to strengthen the Service's wider participation in delivering the county council's broader health & wellbeing objectives.

RECOMMENDATION

25. The Performance Scrutiny Committee is RECOMMENDED to:

- (a) Approve the publication of the OFRS 2013 / 2014 Annual Report
- (b) Note the findings of the Operational Peer Challenge and support OFRS Strategic Management Team's aim to further add value to OCC in line with the peer review recommendations and associated action plan.
- (c) Formally adopt the new 365alive stretch targets for the last two years of the vision, which will be reported through the existing quarterly business management and monitoring reports.

DAVID ETHERIDGE
Chief Fire Officer

Background papers:

- National Framework document for the Fire and Rescue Service
- Oxfordshire Fire Authority Integrated Risk Management Plan 2013-18

Contact Officer: Nathan Travis 01865 855206

September 2014

Oxfordshire County Council
Fire and Rescue Service

365alive
Think Safety
365alive.co.uk

Annual Report

2013-14



Securing a safer Oxfordshire

County's firefighters are best fundraisers in England

OXON: The county's firefighters have raised more for charity per head than any other fire service in England. Oxfordshire's fire and rescue service collected more than £100,000 for The Fire Fighters Charity in the 2012/13 financial year. The service raised a further £200,000 off Botley Road, Slough.

Close: Adrian Porter in part-flooded South Hinksey village and fire service incident commander Mat Carlie
Pictures: OX6522B Richard Cave (above) OX65205 Antony Moore

Firefighters are UK car wash champions

Firefighters reel in the charity cash



FIREFIGHTERS in Didcot are celebrating after raising more money in a charity car wash than any other station in the UK. Fire crews for Oxfordshire Fire and Rescue Service. Cabinet member for police and fire, Cllr. Steve Jones, congratulated the team.

Fingers crossed as drive to keep water at bay goes on

BIG OPERATION: Dozens of firefighters battle to make sure Botley Road stays open to traffic



Firefighters save woman and her pets

A WOMEN and her two pets were rescued from a burning house in Abingdon. Firefighters broke down the door of the house in Masefield Crescent Saturday afternoon to rescue her and her two dogs.

'Heroic firefighters saved businesses'

EXPLOSIONS: Crews hailed after battling huge blaze

Katrina Ormiston
kormiston@oxfordmail.co.uk

FIREFIGHTERS who risked their lives battling a huge blaze yesterday were hailed as heroes by the owners of businesses they saved. More than 60 Oxfordshire firefighters braved 200°C



Fire service sets up team to fight floods

OXFORDSHIRE Fire & Rescue Service has set up a 'Gold Command' team to prepare for further flooding. The county's senior fire officers have met to discuss the plan. Environment Agency expects them to flood. Yesterday a spokeswoman for the fire service said:

Not just fighting fires, but saving money being burnt

TWO PRONGED ATTACK: 'Good at securing the site and controlling blaze'

WHEN firefighters step in to a burning building, they are not only saving lives but also saving money. For Oxfordshire firefighters, it's a calculation that it's worth the effort.

Firefighters' happy return to store they saved from blaze



Fire service delight at national review

OXFORDSHIRE Fire and Rescue Service has been highlighted as a "flexible and efficient fire service" following a major national review. The report, by the former chief of Fire and Rescue advised that the service is a model for other fire services.

All hands to the pumps as fire crews save day

RESIDENTS are putting all of their faith in the fire crews to protect them from further flooding as heavy rain was forecast. Properties and businesses through the weekend. Residents say that they are less afraid of rising water levels because of the high volume of water. Katy Hamilton, a cook from Abingdon Road, said: "I am concerned that the road will flood again, but they have done a brilliant job and I'm sure they will come on. You can't tell what will happen."

Fire crews protect 26,000 chickens from farm blaze

By MARTIN ELVING
martin.elving@oxfordmail.co.uk
01235 277893
Around 26,000 chickens were put at risk when a blaze engulfed a neighbouring building on the farm. The fire service rescued the poultry barn. She added: "Our main concern was that nobody was trapped, but the chickens are living beings and ensuring their safety was paramount for us. She praised the firefighters for their speedy response and saved the chickens."

Fire service rescues people from caravan park

MORE residents were rescued from Thameside Court Caravan Park in Bablockthorpe, near Northmoor, yesterday as flood waters rose. The fire service has helped more than 20 people get out of the site since the water started rising at the weekend. This is the second time in five weeks.

Firefighters spread message at nursery

FIRE fighters from Oxfordshire County Council's Fire and Rescue Service dropped by Bramleys Day Nursery in Ardington, near Wantage to teach children about fire safety. And it was a visit that was well received.



Fire crews save people from loo seats, swings and trees

CUTTING CREW: Emergency service goes into action in bizarre situations

MORE than 250 people have had to be rescued from awkward and embarrassing situations.

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Welcome and Foreword by Councillor Louise Chapman



Cabinet Member with responsibility for the Fire and Rescue Service

I am pleased to present Oxfordshire County Council Fire and Rescue Service's Annual Report for 2013-14 which highlights our achievements for this period and identifies areas where we can improve, which will lead to a safer county.

In order to support healthy and thriving communities we work hard to ensure that the most vulnerable are supported and we are aware of local needs. Our firefighters provide a professional and caring service, whatever the time or circumstance, in conjunction with other county council services to help ensure the safety of our community. An example of this is our work with partners to ensure the safeguarding of vulnerable adults and children. Firefighters also provide practical safety advice and support to people in their homes.

We help to assist in securing a world class economy and to protect the environment through our protection activities with local businesses and our operational response to incidents.

I want to thank everyone who has worked and contributed towards our achievements this year. Our personnel are our most important resource and it is through them, with the support of our county councillors and our partner agencies that we will continue to deliver a high performing service to the people of Oxfordshire. Looking ahead, we remain firmly committed to achieving excellence and further improving public and firefighter safety.

Foreword by Chief Fire Officer David Etheridge



I am very proud to be the Chief Fire Officer of Oxfordshire County Council Fire and Rescue Service and of our achievements during the past year.

We have already exceeded the targets set in our 365alive 10 year vision 2006-16. Not only has this resulted in significant financial savings to the public of Oxfordshire, it has kept more people safe in their own homes, at work and on the county's roads.

2013-14 saw some significant challenges for our service which we faced head on. During periods of national industrial action, we implemented contingency plans to ensure resilient emergency cover was maintained throughout the county.

Oxfordshire was also affected by wide scale flooding and severe weather during January and February 2014 which placed a significant pressure on our resources. The service worked hard with our partners to reduce the impact on our community and used high volume pumps to assist in keeping major arterial roads into Oxford open.

As part of the county council, we are committed to delivering an integrated, high performing fire and rescue service which provides excellent value for money to the tax payers. Our integration within the wider county council enables us to ensure that we are joined up in delivering solutions to the key issues affecting our communities, such as safeguarding vulnerable people, whilst providing the economic benefits of a shared services approach.

The service undertook a successful Operational Assessment (OpA) Peer Challenge in 2014. The feedback from the peer review team was very positive and they praised the leadership we have demonstrated at all levels within the service during challenging times and the political support we receive from our elected members. The team will publish a report with recommendations from which we will produce an action plan to assist with our continuous improvement journey.



Executive Summary

This Annual Report reviews our performance over the previous financial year (April 2013 to March 2014) and highlights the statistics and trends of our activities, signposting both our achievements and the areas where we can continue to improve.

Overall, we have already exceeded the 10-year targets set back in 2006 with our 365alive vision (365 more people alive, £100 million saved and 840,000 people safer). Not only has this resulted in significant financial savings to the public of Oxfordshire over the last eight years, it has kept more people safe in their own homes, at work and on the county's roads. All the activities we undertake to deliver our 365alive vision are part of our journey to be the most integrated fire and rescue service in the UK.

Looking first at public safety, the most notable success has been the reduction in people killed on Oxfordshire's roads, which totalled only 19 last year (the lowest recorded figure in the last decade). However, 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 goes against our 'no fire deaths' ethos.

In terms of our wider community protection and wellbeing activities, through our participation in the Oxfordshire Safeguarding Adult and Child Boards, our staff returned 62 safeguarding alerts to Oxfordshire County Council for further investigation.

We have now enhanced our emergency medical skills up to trauma technician level so that we can provide critical care in the early stages of any emergency. Since its introduction, we have used these skills at 256 incidents.

Through our desire to continuously improve, we have set realistic but challenging performance measures which are aligned to our 365alive vision. Last year we set 25 strategic performance indicators, the majority of which are customer-focussed. We achieved our standards for 16 indicators and we were very close to achieving a further six. The three areas where we fell below our targets were in relation to fire deaths, 100 per cent availability of our on-call fire engines and the turnover of our on-call staff (all detailed in this report).

However, we have also seen some significant challenges to how we deliver our services. For example, we have been subject to intermittent periods of industrial action linked to the firefighters' national pensions dispute since September 2013. Despite this, we have successfully managed to implement contingency plans to ensure resilient emergency cover throughout the county on each occasion.

From an operational perspective, last year we responded to 5,505 incidents, including calls into other counties. Our average response time was nine minutes three seconds. We aim to arrive at 80 per cent of emergencies in 11 minutes or fewer and 95 per cent of emergencies in 14 minutes or less. In 2013-14, the first fire engine arrived at 76.9 per cent of emergencies in 11 minutes or less and 92.14 per cent of emergencies in 14 minutes or less, from the time the station was first alerted. As for our work at emergency incidents, 98 per cent of people who we responded to in an emergency in their homes were satisfied with what we did and 99 per cent were satisfied that we kept the effects of the incident to a minimum.

Organisationally, we undertook a successful Operational Assessment (OpA) Peer Challenge. The feedback from the peer review team was very positive, praising our leadership at all levels within the service during challenging times, as well as the political support we receive from our elected members. The report highlights 33 areas to explore, from which an action plan has been produced to assist us with our continuous improvement journey.

All our Community Risk Management Plan projects have been delivered in time, with the Thames Valley Fire Control Service (TVFCS) programme also progressing well and due to 'go-live' in December 2014.

In terms of firefighter safety, we have successfully replaced our breathing apparatus (BA) sets and cylinders. Our health and safety (H&S) management systems have undergone an external Royal Society for the Prevention of Accidents (RoSPA) Quality Safety Audit, which showed an overall high H&S Performance Rating of 87 per cent (an improvement on the previous assessment).

Staff sickness levels continue to be one of the lowest of the county council with an average of less than 1.34 days (per quarter) which equates to 5.34 days per full-time member of staff.

Finally, the budget for the fire and rescue service for 2013-14 was £24,941,368. The most recent national (CIFPA) breakdown of costs (from 2012-13) show the cost of providing the fire and rescue service is approximately 11p per day for each person within Oxfordshire or £41.80 per person per year.

Introduction

Welcome to the Oxfordshire County Council Fire and Rescue Service (OFRS) Annual Report for 2013-14. The report reviews our performance over the previous financial year (April 2013 to March 2014) and shows the headline statistics and trends in incidents and emergencies that we have attended.

This allows us to recognise areas where we have done well, identify where we can improve our service and highlights trends in specific incidents and emergency types.

It will help us decide where to focus our efforts and resources to reduce threats and explore opportunities. This report contributes to our future planning and is essential to our process of community risk management planning.

Our vision

OFRS are proud of the quality of the services we deliver to the public. We have a clear vision and strive to recognise and respond to the key issues and challenges. These combine to create our ten-year vision for a safer Oxfordshire, called 365alive.

By 2016, thanks to the emergency response and the community and partnership work of OFRS, there will be:



- 365 more people alive¹
- £100 Million saved to the economy of Oxfordshire
- 840,000 safety messages delivered to the community.

These targets have been achieved ahead of schedule and we are currently considering additional stretch targets to ensure that the excellent progress we have made continues.

For more details visit 365alive.co.uk

¹ By looking at the reduction in the number of people who die as a result of fires and road traffic collisions and the number of rescues we perform, we calculate the number of people who are still alive as a result of our work.

Integrated fire and rescue service

Traditionally, the role of a fire and rescue service was seen as four-fold: providing fire prevention advice to householders, enforcing fire protection in businesses, fighting fires and rescuing people. Today, however, the approach is much more wide-ranging. We work alongside our partners in Social and Community Services, the police, the public health team and through the county council to reduce risks to community safety and well-being while still providing a value-for-money service to the local taxpayer.

We also face a growing variety and complexity of emergency response, protection and prevention activities such as water, mud and ice rescue, building collapse, hazardous materials, rescues from height, road traffic collisions and our responsibilities for civil protection during major or catastrophic incidents. This was demonstrated during our multi agency approach to wide area flooding in early 2014 which was coordinated by our Emergency Operations Centre (EOC) and Strategic Co-ordinating Group (SCG).

The service has close links to Bonn Fire Service, Germany and through partnership working we share ideas and practices across Europe. Pictured below is the Chief Fire Officer David Etheridge with Chief Fire Officer Jochen Stein, Bonn Fire Service, following a successful cycle ride



by 16 riders travelling 463 miles from Oxford to Bonn celebrating the 150th Anniversary of Bonn Fire Service, which raised £14,225 for the Fire Fighters Charity. OFRS's Oxford to Bonn cycle challenge team are winners of the 'Team of the Year Category' at the prestigious national 'Spirit of Fire Awards 2014'.

How our plans fit within the wider context

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 Community Risk Management Plan (CRMP) 2013-18.

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.

Another important document is our 'Safer by Design' Business Plan; this covers both the fire and rescue service and the Emergency Planning Team and shows how we fit within the wider county council. It sets out how our integrated risk management planning fits in with the aims and objectives of the County Council's Corporate Plan.

The business plan also contains our approach to resource planning, including our budgets, training and development plan and asset management plan.

The 'Safer by Design' plan consists of four main strands shown in the diagram below.



Performance results at a glance

Fire and rescue performance scorecard

OFRS sets realistic but challenging performance measures every year. These performance measures are aligned to the ten-year vision of 365alive. The majority of our performance measures are customer focussed and last year we set 25 strategic performance indicators. We achieved our performance measures for 16 indicators and we were very close to achieving a further six.

Performance measures achieved

- By looking at the number of people who die as a result of fires and road traffic collisions and the number of rescues we perform, we calculate the number of people who are still alive as a result of our work. Last year we estimated this to be 59 people against a performance measure of 36 people, meaning we exceeded our aim by 23 lives.
- By looking at the number of deaths and injuries to people from fires and road traffic collisions and the number of fire damaged homes and businesses, we calculate the amount of money we have saved the economy as a result of our work. Last year we calculated this figure to be £20.9 million against a performance measure of £10 million, exceeding our aim by £10.9 million.
- Across the year we delivered safety messages to a total estimated audience of 94,247 against a performance measure of 84,000, exceeding our aim by 10,247 people.
- The performance measure for deliberately started minor or outdoor fires in the county was 400 we achieved a figure of 293.
- There were only 19 injuries due to accidental fires in the home.
- Our performance measure for deliberately started significant fires ² is 206. During 2013-14 there were 141, which was an improvement on the previous year's total of 172 thanks to our arson reduction partnership actions with Thames Valley Police (TVP).

² Significant fires are also called primary fires. They are any fires that involve: casualties, rescues, or fires in buildings; caravans and trailers; vehicles and other methods of transport that are not derelict; outdoor storage, plant and machinery; agricultural and forestry premises and property; and other outdoor structures including post boxes, tunnels and bridges.

- The performance measure for significant fires in the county was 1000. We had 839 this was a reduction of four per cent on the previous year.
- We achieved our performance measure for capital projects managed within the project management framework, meeting defined costs, quality and time constraints.
- Our performance measure was exceeded for the business continuity management maturity model with a score of 5.3 out of a target of five.
- On average, 100 per cent of whole time³ firefighter posts were filled with people on permanent contracts which met our performance measure.
- At the end of the last financial year, all projects for our Community Risk Management Action Plan 2013-14 were on track to be completed.
- All projects for our Strategic Leadership Team were on track to be completed at the end of the last financial year.
- Our day-to-day revenue spending was £33,000 under our allocated budget for the year 2013-14.
- £426,000 of efficiency savings were delivered this year by reviewing the way we deliver our services without reducing our frontline services.
- We exceeded our target of 95 per cent, for emergency calls answered by control operators within 10 seconds, by achieving a 99.11 per cent performance.
- Our target for the percentage of administration type calls answered by control operators that are answered within 15 seconds was exceeded. These calls are not taken via 999. The target was 95 per cent and we achieved 99.39 per cent.

³ Career firefighters work the whole-time duty system, which means they work full-time for the fire and rescue service at a permanently crewed fire station or in a support role.

Close to performance measure

- 76.9 per cent of emergencies were attended in 11 minutes or under which was close to our performance measure of 80 per cent.
- 92.14 per cent of emergencies were attended in 14 minutes or under, which is just less than our performance measure of 95 per cent.
- Resources were mobilised within 100 seconds in 88 per cent of the time which is just short of our target of 90 per cent. This is a measure of the time taken by fire control operators to deal with the initial stages of an emergency call and dispatch the relevant resources. It is the time taken from accepting the call from a British Telecom operator to the time when the first fire engine is alerted.
- Combined percentage of maintenance of firefighter's safety critical skills in date and of safety critical skills refresher courses in date 84.9 per cent out of a performance measure of 100 per cent.
- We achieved 92.01 per cent of time that a fire engine is available in every station area out of a performance measure of 100 per cent.
- Our performance measure for the percentage of policies and procedures that are within their valid period and do not require review is 100 per cent. In 2013-14 our performance was 88.05 per cent which was a marked improvement on the previous year's performance of 64 per cent.

Performance measures not achieved

- Unfortunately there were two fire deaths in the county during 2013-14. We have aspirations for no fire deaths within the home in Oxfordshire. Any loss of life is a tragedy, yet the performance measure we set ourselves of no fire deaths will always be challenging. By actively engaging in fire prevention education and targeting assistance to the more vulnerable residents in Oxfordshire, the number of fires across the county has dropped significantly. However, we are not complacent and we will continue to focus our efforts where they will have the greatest benefit for the most vulnerable and those at greatest risk.
- 80.43 per cent of time that on-call pumping appliances were available with a minimum crew of four or competent crew out of a measure of 100 per cent.

- The performance measure for the turnover of on-call staff is 10 per cent. During 2013-14 our performance was 13.04 per cent. There were 45 on-call leavers during the year. The average number of on-call staff during the year was 345. Recruitment and retention of on-call staff remains a challenge for many fire and rescue services. Measures are being implemented, with more flexible crewing arrangements using both whole time and on-call staff. The intention is to reduce the turnover of on-call staff and to use existing trained personnel in more creative ways to reduce the current levels of non-availability. At the same time we are actively recruiting new on-call firefighters in certain areas.



Performance results in more detail

Operational Assessment (OpA) Fire Peer Challenge

In order to drive continuous improvement of the service we undertake 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 the week 13-16 May 2014. The team triangulated the evidence we submitted in the self-assessment by visiting teams, watches, managers, individuals, politicians 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, our cross-directorate and integrated approach with Oxfordshire County Council (OCC).

Also, the way we are delivering against our 365alive vision, the strong programme management and delivery of Thames Valley Fire Control Service (TVFCS), our effective identification and management of risk and the way we manage performance in the service. The report recognised as notable, 'our very strong and integrated approach to safeguarding'.

The team was also extremely complimentary about the culture of the service which they found to be open, honest, caring, professional, positive and can-do with staff feeling empowered and trusted. The report highlights 33 areas to explore, from which we will produce an action plan to assist with our continuous improvement journey.

The following pages report on the performance of our seven key assessment areas of OpA.

Community Risk Management Plan projects 2013-14

We have completed all our CRMP 2013-14 projects except for the delivery of the Thames Valley Fire Control Service (TVFCS) programme, which is progressing well and due to 'go-live' in December 2014.

1. Implement the service's road safety strategy as an integral part of its prevention and protection activities

This has involved integrating the Road Safety Education Team within the fire and rescue service structure. We have rationalised the make-up of the team as part of efficiency savings. Road safety programmes have been reviewed and revised including the material provided and the input delivered by our teams. The 365alive website has been updated. Statistical analysis is being used to ensure progress is being made and to support personnel in the areas.

2. Implement opportunities for technological advancement – following a review of fleet, equipment and working practices – to further support and enhance public and firefighter safety

We have been through a process to select an alternative appliance to the current fire engines. Following trials and research we are evaluating 7.5 tonne chassis vehicles to be the second fire engines at two of our fire stations. The locations were selected due to the historical incident types attended and specific narrow access issues locally. These vehicles have the benefit of offering a capital one off saving of approximately £90,000.

A review of the Rescue Tender (our specialist rescue vehicle) was completed and we have awarded the tender for the new build, which will be delivered in 2015.

An additional flexible whole-time crewed 'resilience' fire engine has been created that can be deployed anywhere in the county during the daytime (available between 6.30am and 6.30pm), thus reducing response times and improving fire cover in a flexible manner wherever it is most needed on a day-to-day basis. We have reviewed the crewing arrangements for the Aerial Ladder Platform (ALP) which has enabled us to release eight fire-fighters to crew this appliance.

3. Review and revise the service's learning and development strategy to further support and enhance public and firefighter safety

Following the review of training across four fire and rescue services (Buckinghamshire, Oxfordshire, Royal Berkshire and Warwickshire), we have identified a number of options to consider. As a result, we and the other services will create a programme of projects and put them into practice with the aim of delivering further improvements in quality and efficiency for all the services involved. We will know the full details of the recommendations later in the year when the initial report has been released and decisions have been made as to which areas to take forward. Any projects that are agreed will be paid for from across the services within existing budgets. We expect most work to be completed by March 2015.

4. Deliver the Thames Valley Fire Control Service (TVFCS) Programme

This programme seeks to enhance the fire control facility supplied to Oxfordshire, Royal Berkshire and Buckinghamshire by joining together and providing a single fire control facility for all three fire and rescue services, based in Calcot, Royal Berkshire. The TVFCS programme has progressed and it is aimed to 'go live' on 10 December 2014.

5. Implement further collaborative opportunities with other Thames Valley Local Resilience Forum (TVLRF) partners and align working practices to improve our provision of multi- agency prevention, protection and response services

In order to progress the gains made by collaborative working during the 2012 Olympics project, members of the TVLRF worked together to plan further advances, these include:

- The Recruitment of full time secretariat.
- Improvements of locations and plans for incidents command and control.
- Implementation of a new structure focussing on Risk & Capability,
- Planning & Delivery and Training/Exercise & Lessons.

6. Review and revise the service's strategy for the effective management of operational incidents to further support and enhance public and firefighter safety

The strategy was implemented to tie many of the projects listed above together to ensure a more effective, efficient and resilient service.

Other Projects 2013-14

Conditions of service and duty system review

This project was intended to look at the different duty systems (on-call, day crewing, whole-time, day duties, retained support officers) and analyse different options in order to improve fire cover. It was wide ranging and included computer modelling, research into other service's shift patterns, station locations and innovative thought about the best options, resulting in several projects including the 'resilience' fire engine using crews freed up from central Oxford to support fire cover in other parts of the county.

National resilience assets

We have several 'national resilience' assets including the High Volume Pump (HVP), Detection Identification and Monitoring (DIM) vehicle and Incident Response Unit (IRU). These provide support for large scale incidents locally such as for flooding or hazardous materials incidents and also respond as part of a regional or national response. For example the HVP responded to flooding in Cornwall. We ensure that these assets are maintained, that our staff are trained to use them and we have the correct guidance and procedures in place, during recent audits several aspects of best practice were noted and are now shared with other fire and rescue services.

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.

Trauma care

Through partnership working with South Central Ambulance Service (SCAS) we piloted a trial of OFRS attending the most serious medical emergencies, known as red calls and have signed a memorandum of understanding. This builds on the work we undertook last year in up-skilling 141 firefighters to a BTEC 'First Person on Scene' (FPOS) qualification and installing defibrillators to all fire engines. The whole process is underwritten by our clinical governance accreditation which allows us to work within a set parameter in clinical intervention during the period it takes for the definitive care to arrive. This promotes firefighter safety and adds resilience to the community offering cover in either geographical locations or peak demand for SCAS.

Replacement of Breathing Apparatus (BA) for improved fire fighter safety

Our BA sets and cylinders were due to be replaced and we have commenced a project to renew both this year which has involved a detailed tendering and selection process. The process resulted in the selection of the new 'Interspiro' BA sets and cylinders. 160 BA sets and over 300 cylinders have been purchased and crews have been trained in their use.



Prevention

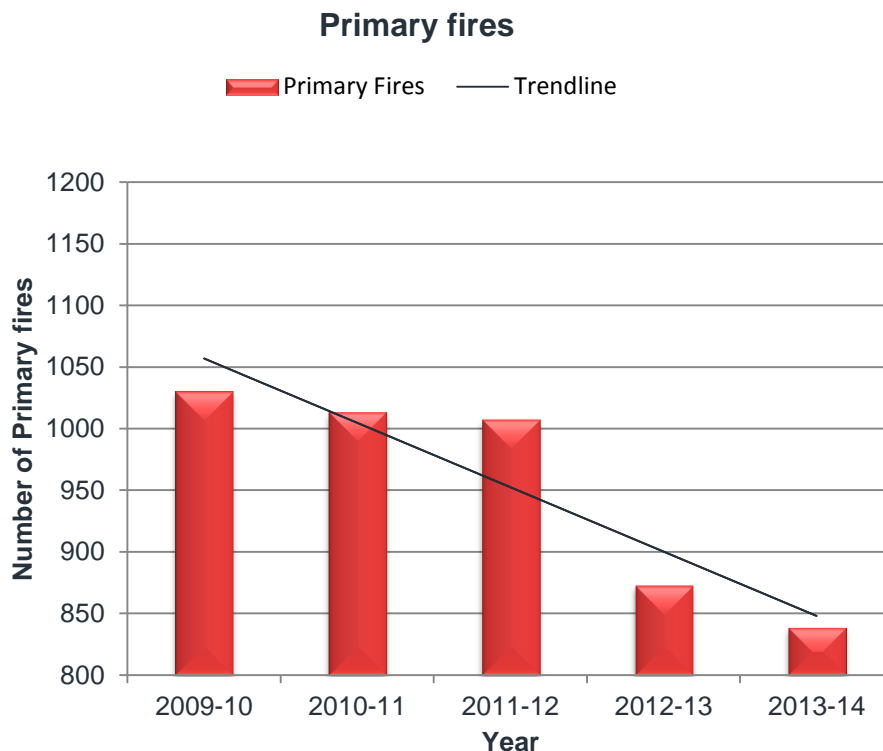
Fire statistics

Total number of significant fires

This year there was a further reduction in the number of significant fires across Oxfordshire and we exceeded the reduction targets we set. There has been a constant downward trend in fire numbers since 2009.

Our role is not just to respond to emergencies but also to be proactive and provide information and education to stop them happening in the first place. We believe that the reduction in fires across the county is due to the positive prevention and protection work we carry out.

Total number of significant fires over five years:



Fire deaths

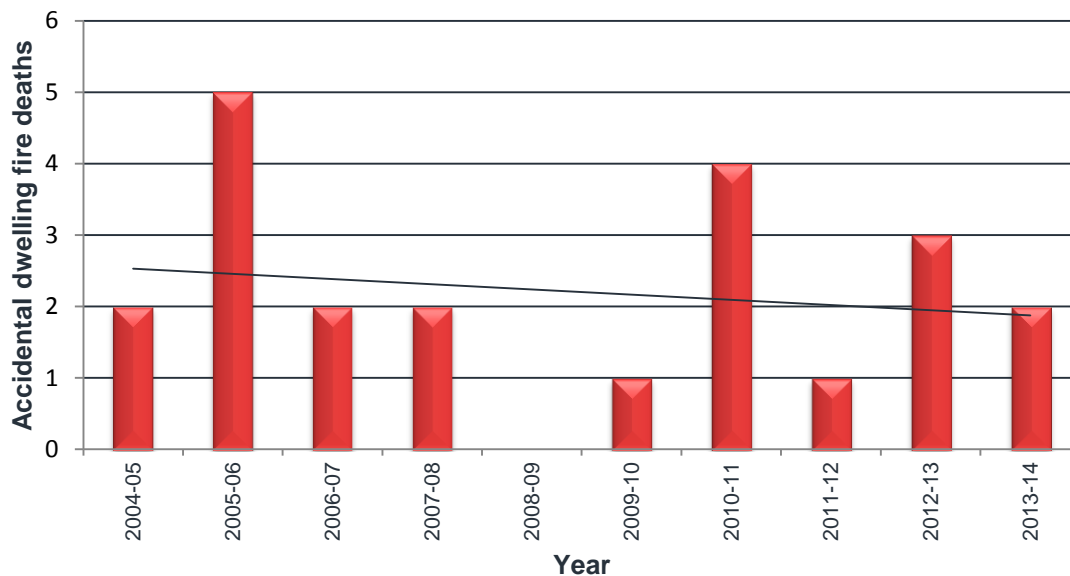
The latest national fire death statistics were published in May 2014 in the 'Fire Statistics: England April 2013 to March 2014' publication.

In 2013-14, there were 275 fire-related deaths in England, 14 less than in 2012-13. Two thirds of fire-related fatalities occurred in dwelling fires. In 2013-14 there were 181 dwelling fire fatalities, six higher than in 2012-13.

In 2013-14 two people died in Oxfordshire as a result of accidental fires in their homes. Although tragic for the families of those involved, the number of fire deaths in the county this year is less than might be expected for the size of Oxfordshire's population.

However, we will continue to strive to provide education and awareness of fire related risks with an aim to ensure nobody in Oxfordshire dies because of a fire.

Accidental dwelling fire deaths over last ten years



Home and Community Safety works with many partners to make people safer. Our integration within the county council means we have the distinct advantage to be able to work with Social and Community Services and other services to ensure we reach the most vulnerable members of our community and reduce the chance that their lives will be affected by fire.

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 this year was 19, the same number as the previous year. We will continue our positive prevention and safety education work with an aim of further reducing this number. We also believe that providing well-equipped and highly trained firefighters helps us to deal with fires quickly in order to further reduce the number and severity of injuries.

No. of people injured by accidental fires over last five years



Arson

Arson is a significant problem to society and we work in partnership with TVP tackling all arson incidents that occur in the local neighbourhoods.

We have used our professional fire investigation skills to support the police to make a number of successful convictions for this type of crime. This supports the police arson model by engaging with the four strands: prevention, education, detection and investigation.

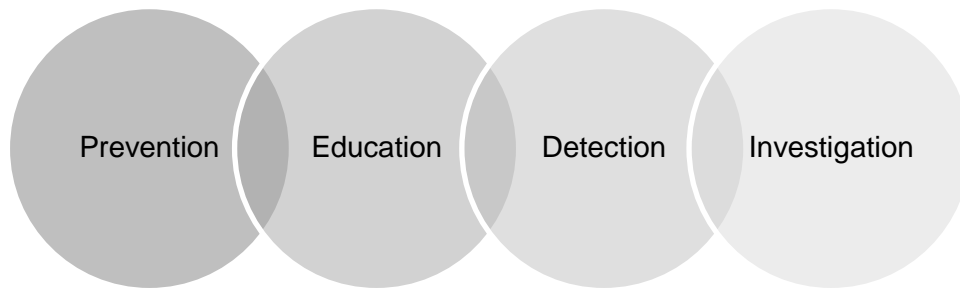
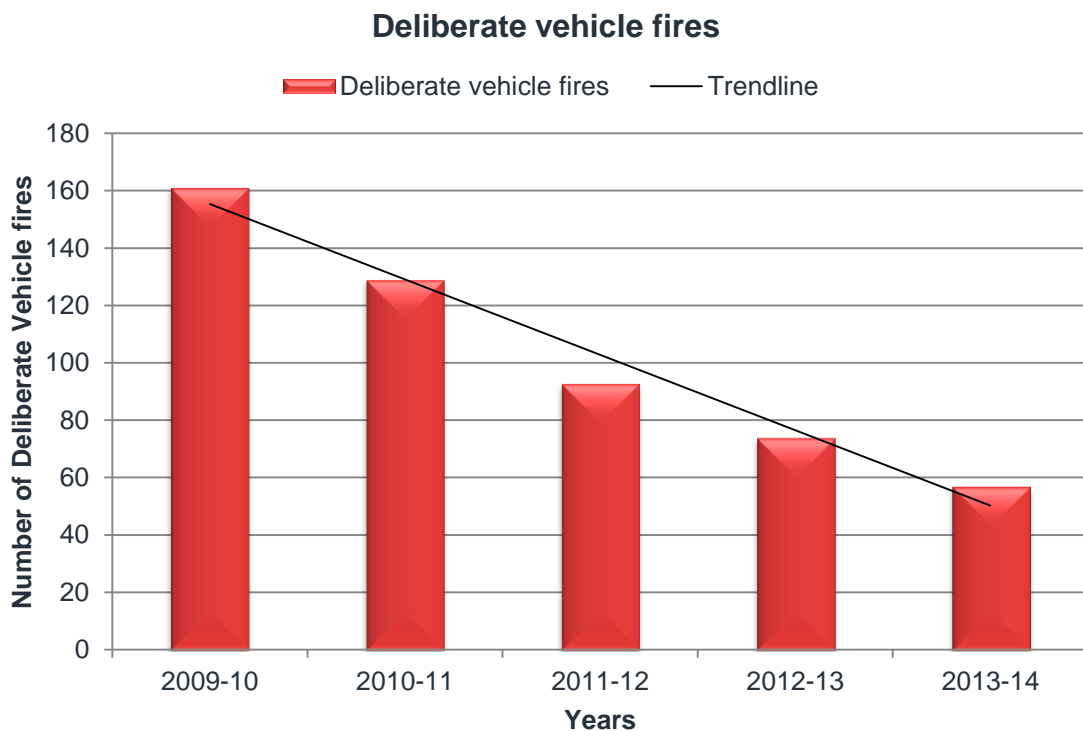


Figure 1: Four strands of Arson Prevention work



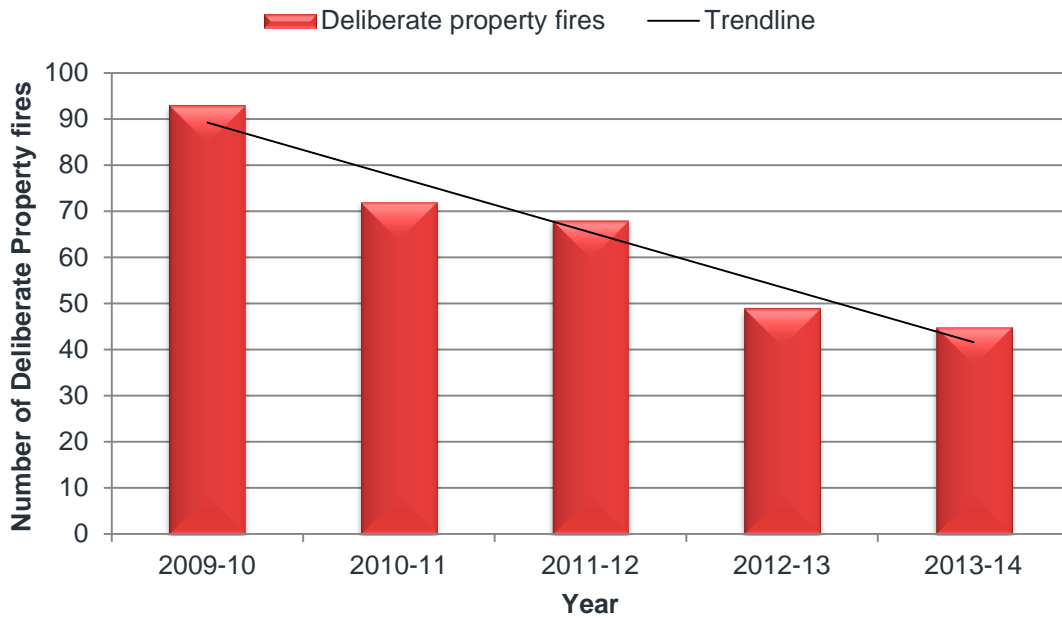
There has been a significant reduction in fires started deliberately in vehicles compared to last year, 74 incidents in 2012-13 have been successfully reduced to 57 incidents this year.

Oxfordshire continues to successfully reduce the number of deliberately started property fires in the county and this is illustrated in the graph below over the past five years.

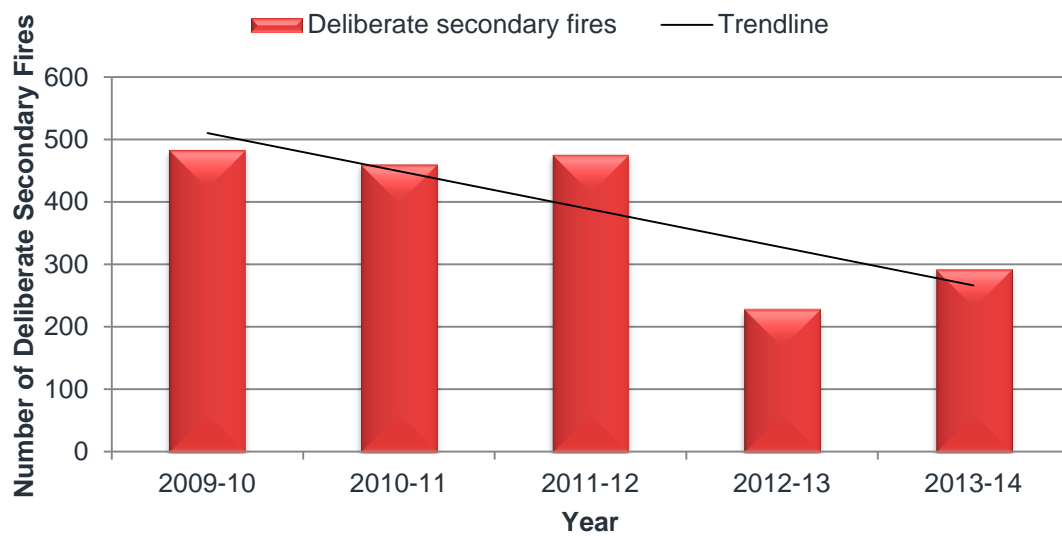
Deliberate fires are a focus for us to ensure that we use our valuable resources in the best effect and we constantly promote and provide information to the public via our prevention and protection teams.

Some of this downward trend and success is attributable to the partnership working between Community Safety Partnerships, OFRS and Thames Valley Police.

Deliberate property fires



Deliberate secondary fires



Deliberately started secondary⁴ fires

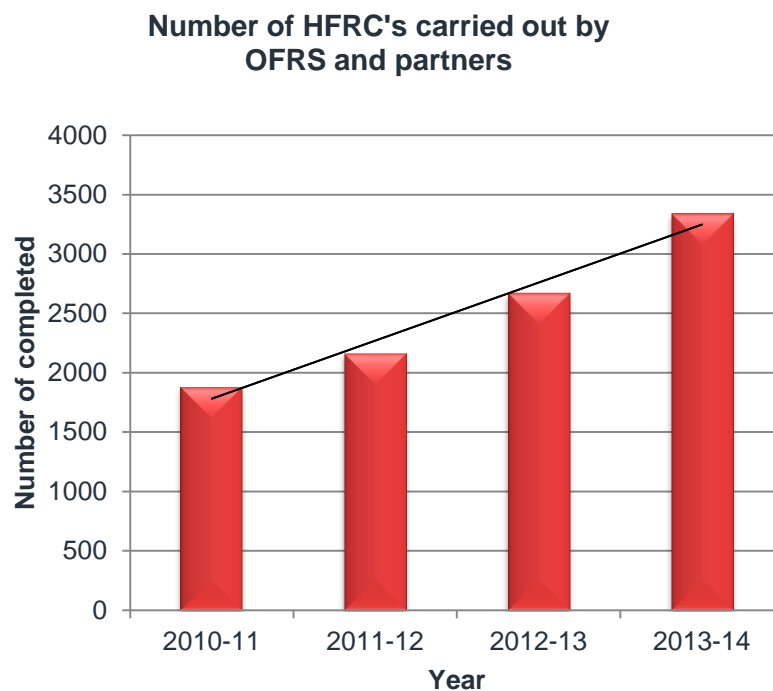
⁴ Secondary fires are minor fires and fires in the open that do not involve people's property or possessions and are not categorised as primary fires.

Home and Community Safety

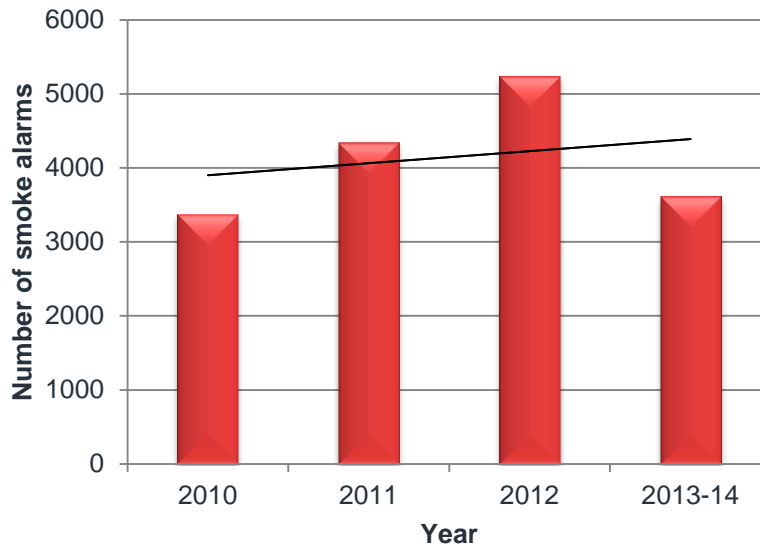
Developments within Home and Community Safety during 2013-14 relate to the on-going challenges faced by OFRS regarding the prevention of all fires and public fire safety education, but is predominantly aimed at a reduction in the number of accidental dwelling fires.

We take every opportunity to remind the public of the dangers of fire and how residents can be empowered and encouraged to take responsibility for their own actions regarding fire prevention within their homes.

Through our Home Fire Risk Check (HFRC) process, OFRS personnel continue to work with and educate the public about these dangers and how they could be avoided if residents took some simple preventative actions.



Number of smoke alarms fitted by OFRS and partners



The numbers of smoke alarms fitted in 2013-14 has and will reduce from the previous year's figures because our aim is to encourage residents to utilise the facilities provided on the 365alive website and complete their own Home Fire Risk Check, including the purchase of their own smoke alarms, this in turn will reduce the overall cost of smoke alarms provided by OFRS.

This is now possible due to the positive outcomes of our prevention work which mirrors 88 per cent of residents nationally having smoke alarms fitted in their homes.

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](https://www.facebook.com/Oxfordshirefireandrescueservice), our Twitter page [OxonFireRescue](https://twitter.com/OxonFireRescue) and 365alive business cards.

Safeguarding

Through its participation in the Oxfordshire Safeguarding Adult and Child Boards, OFRS continue to support OCC Social and Community Services (S&CS) in safeguarding the county's residents. Our staff confidentially report any concerns they have regarding the safety of vulnerable children and adults, either at home or in the community. During 2013-14 we returned 62 safeguarding alerts to OCC for further investigation.

Combined Care Service

The Combined Care Service is a formal system of exchanging vulnerable adult client data with OCC S&CS. It was developed to access 'unknown' residents who typically do not make direct requests for our assistance. This arrangement has enabled us to deliver 894 HFRCs to known OCC S&CS vulnerable clients already in receipt of social care.

Thriving Families Programme

The Thriving Families Programme works with the most disadvantaged and challenged families to reduce unemployment, antisocial behaviour, crime and school exclusions as part of the Government's Troubled Families initiative. During 2013-14 we established a Memorandum of Understanding (MOU) with OCC that provides an opportunity to work in partnership and build systems with a view to on-going improvements and cost savings. Through the awareness and education of OCC Thriving Families managers and personnel, they can use the information provided to assist vulnerable persons living in their own homes to remain as safe as possible from the dangers of fire.

Community Information Network with Age UK Oxfordshire (AUKO)

AUKO have recently been awarded a contract by OCC for the delivery of the Community Information Network. The aim of the Network is for AUKO to reach more older people than they are currently in touch with, particularly those who are most isolated and frail.

We have signed an MOU with AUKO for information sharing which will enhance the existing Combined Care Service already in place with S&CS and build in reviews about how we both currently provide services, to drive improvements and cost savings. Through the education of AUKO supported volunteers, they can use the information provided to assist elderly persons living in their own homes remain as safe as possible from the dangers of fire.

Home oxygen users

During 2013-14 we have continued to work in partnership with the company responsible for providing the county's Home Oxygen Service. This arrangement has provided a new formal system of client data exchange and as a result 593 vulnerable clients have been identified who can now be offered HFRC's and potentially have smoke alarms installed.

British Minority Ethnic (BME) groups liaison work

Through the employment of a specific Home and Community Safety Advisor for BME community liaison, during 2013-14 we have continued to seek out opportunities to educate under represented communities. Specific activities have taken place at mosques and venues within the Asian community, together with the establishment of working relationships with Thames Valley Police colleagues.

Drago the Dragon

We have used the creativity of our staff to design and produce our own safety character called 'Drago the Dragon', along with a range of associated safety publicity materials that support the initiative and our fire setter counsellors. Drago is the official OFRS safety character, currently featuring in three books relating to fire prevention and road safety, together with a dedicated web page on 365alive.co.uk.



This innovative overall OCC CHOICE Award winning concept continues to grow. During 2013-14, with the aid of children and staff from Edward Field School in Kidlington and the Kidlington fire station crew, Drago three was launched. The Drago books have been placed in the county's libraries and all our staff are encouraged to engage in driving this successful brand forward and promote its safety messages in order to create a safer Oxfordshire.

Phoenix Project

The Phoenix project continues to be a very effective and successful collaborative partnership between the OFRS and the OCC Early Intervention Service (EIS). It involved OFRS personnel and EIS staff working together with 209 school children, who were in need of additional support to discourage them from engaging in anti-social behaviour, during 2013-14.

The Pathway Project

OCC Children Education and Families (CEF) Directorate have identified poor school attendance by pre year seven children and aimed to establish a scheme which could address this, before the children progress to secondary education. The aim was to deliver a package of specific education activities, using OFRS staff as role models and mentors, to improve behaviour and school attendance, whilst at the same time provide fire prevention advice.



OFRS provide a venue at a local fire station where a series of single day activities take place. The first trial course involving 11 children from Great Rollright School was delivered, together with a post course celebration assembly attended by the Chief Fire Officer. To reflect attendance and success, each child who attends is provided with a medal, funded by OCC CEF.

OFRS Fire Cadets

OFRS Fire Cadets continue to provide an opportunity for children aged 12 to 18 years to meet one evening each week and follow a structured programme of core fire and rescue service activities and community safety education. During 2013-14 55 fire cadets were enrolled on the scheme. We now employ a total of 10 people, whole-time or on-call firefighters and support staff, who were originally fire cadets. This demonstrates the value of the scheme to the young people, proving that the experiences they gained and the opportunities offered have provided a suitable and appropriate grounding for potential long term employment.

Junior Citizens Trust Oxfordshire

As lead partner for The Junior Citizens Trust, we have continued to work with various partners in the successful on-going delivery of this non-direct funding OCC education facility for KS2 year six children in every day safety activities.



The Junior Citizens Trust experience is offered free of charge to state school pupils in Oxfordshire and each year approximately 5000 school children take part in the safety activities provided by the trust and its partners.

Road safety

The reduction of death and injury sustained in Road Traffic Collisions (RTC's) is a priority for us and we will work with our partners to try and influence driver attitude and behaviour to reduce these incidents occurring.



This is a difficult task as there is a transient population passing and travelling through our county as well as our own residents. We are working closely with other fire and rescue services and other external partners, including the Highways Agency, TVP, other local authority road safety officers and Public Health England to try to collectively influence drivers beyond our boundaries.

In the past 10 years we have been very successful at reducing fires in the home and now for every primary fire, we will attend four road traffic collisions. This comparison clearly identifies how important it is for us to assist in reducing the risk to our communities by delivering road safety education, and training and increasing public awareness.

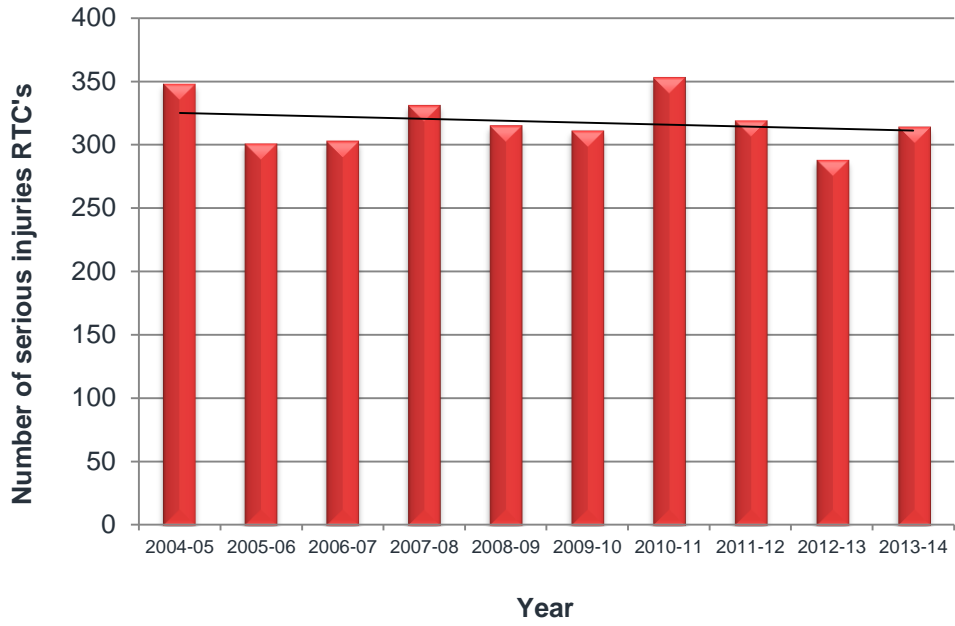
A dedicated Road Safety Education Team deals specifically with providing education, training and awareness to reduce deaths and injuries across a wide range of road users as well as guidance and support to managers and operational staff to enable them to carry out road safety activities in their areas according to local need. Casualty data obtained from TVP is used to identify groups most at risk in order to plan interventions and campaigns.

Over the last 10 years, significant progress has been made to reduce the number of people killed or seriously injured on our roads. The service recognises that more needs to be done through co-ordinated support and through integration and partnerships. We are part of a multi-agency approach, striving to achieve further casualty reductions over the next decade and the opportunity to work more closely with Public Health England represents a significant step forward.

The national, regional and local statistics identify that while RTC's and those Killed or Seriously Injured (KSI) are reducing year on year, the following risk groups and issues are considered to be the priority targets for road safety training and education:

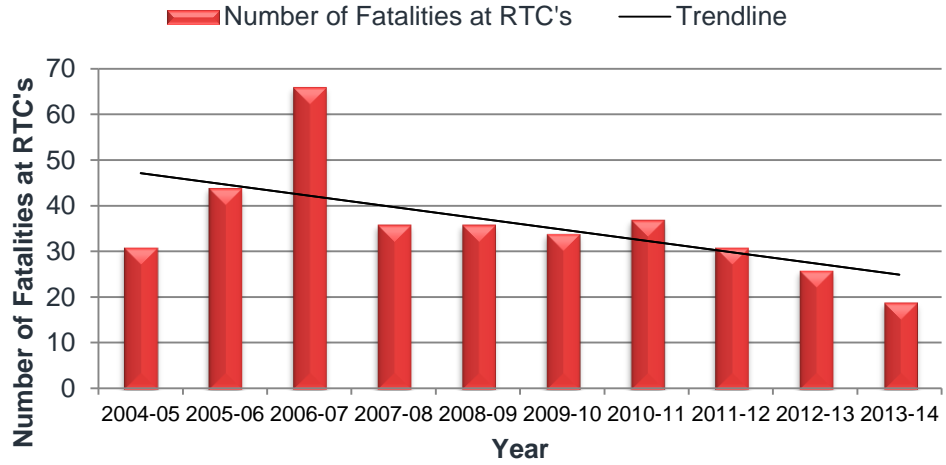
- Car occupants (seatbelts, mobile phones etc.)
- Male drivers (17-24 years)
- Motorcyclists
- Pedestrians (children)
- Cyclists
- Fatigue.

Number of serious injuries at RTC's



The number of serious injuries at road traffic collisions in Oxfordshire - Thames Valley Police / NHS data

Number of fatalities at RTC's



The number of fatal road traffic collisions in Oxfordshire - Thames Valley Police / NHS data

Protection

OFRS enforces general fire safety legislation on behalf of the fire authority. The legislation the authority enforces includes:

- The Regulatory Reform (Fire Safety) Order 2005
- 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 2007.

Our enforcement activities adhere to the principles of better regulation contained in the Enforcement Concordat and Regulators Compliance Code and we aim to support business 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 only consider prosecution where it is in the public's best interest.

Risk based inspection programme

We use a risk-based system to decide which business we will inspect. Our system uses data and guidance from Department of Communities and Local Government (DCLG) together with local intelligence and knowledge. It looks at trends in location and types of fire and considers the vulnerability of community groups.

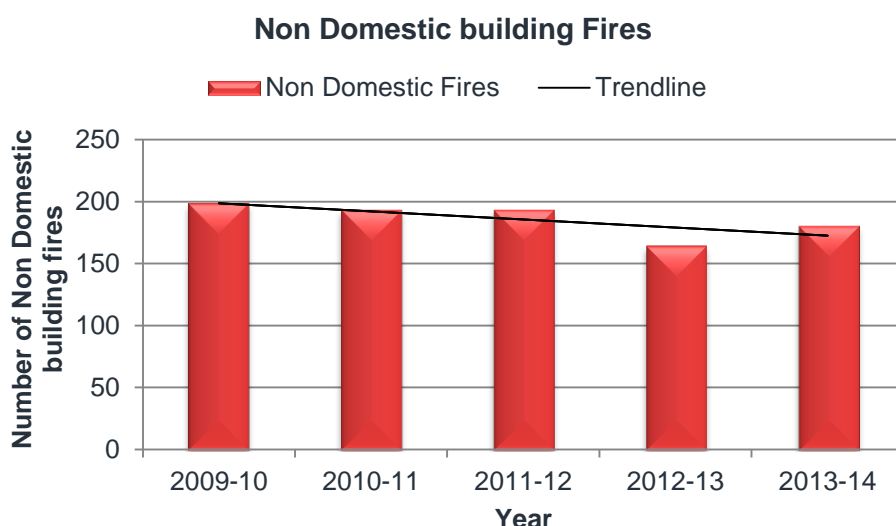
This system ensures that our greatest effort is directed at businesses which could pose a serious threat to people's safety and where there is the greatest likelihood that they are not complying with the legislation.

In 2013-14, our fire safety inspectors carried out 372 audits. This resulted in a requirement to improve fire safety arrangements in 68.5 per cent of cases. In addition to this, fire safety inspectors carried out a further 699 building regulation consultations, 150 consultations for organisations such as OFSTED and local licensing authorities as well as a further 1,789 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 numbers 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.



Activities

In 2013-14 we made contact with 2,440 properties in Oxfordshire, which equates to 12.32 per cent of the rate-paying non-domestic properties within the county. This is a steady increase over time compared with 5.98 per cent in 2009-10. These contacts may be in the form of:

- a formal in-depth 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 audits and inspections we undertake; with commensurate increase in the proportions of premises found to be unsatisfactory.

Fire and rescue services respond to certain organisations when they require expert opinion on fire safety matters. In 2013-14 we responded to 849 consultations. We are consulted on Building Regulations applications for new buildings or alterations to existing buildings. Additionally we are also consulted on licensing applications, and occasionally in the case of planning applications.

Additionally, 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 in relation to our services standards. In 2013-14 we met our regulatory service standards by responding to all serious alleged fire safety contraventions within one hour and by responding to all Building Regulation consultations within 15 days.

Response

Emergency response standards

In 2013-14 we responded to a total of 5,505 incidents, including calls over the border into other counties. Our average response time for 2013-14 was nine minutes three seconds.

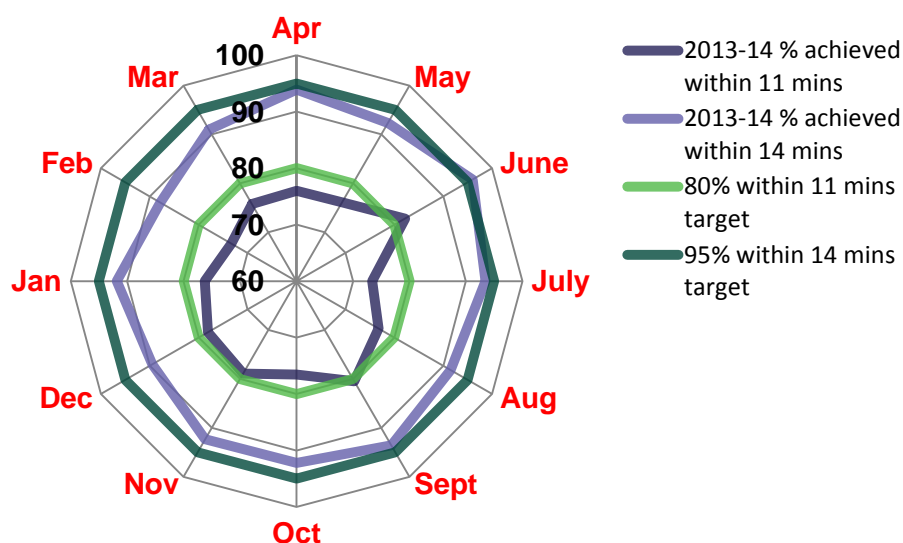
When an emergency occurs, we aim to get a fire engine there as safely and quickly as possible. Depending on the information given by the caller, we will send an appropriate number of fire engines and firefighters with the required skills and equipment. When the fire engine arrives at the scene, the incident commander will assess the situation and request more resources if they are needed. The speed we arrive at the emergency will depend on many factors which include the accuracy of information given, the location of the incident, weather and traffic conditions. The targets we have set ourselves are explained below

Under normal circumstances, when an emergency occurs a fire engine will be sent from the nearest fire station. We aim to arrive at 80 per cent of emergencies in 11 minutes or fewer and 95 per cent of emergencies in 14 minutes or less. The time is measured from when the fire engine is alerted to when it arrives at the address or location given by the caller.

Two fire engines will be sent to fires in people's homes, accidents on the road and various other emergencies. In remote areas, where the location makes it difficult to arrive quickly, we carry out targeted risk reduction and prevention work to reduce the chances of incidents occurring and reduce the impact of the incident until we arrive. In 2013-14 the first fire engine arrived at 76.9 per cent of emergencies in 11 minutes or less and 92.14 per cent of emergencies in 14 minutes or less, from the time that the station is first alerted.

2013-14 by month	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
April 13	279	212	75.99	262	93.91
May 13	301	229	76.08	278	92.36
June 13	275	226	82.18	264	96.00
July 13	398	292	73.37	372	93.47
August 13	353	271	76.77	323	91.50
September 13	297	239	80.47	278	93.60
October 13	320	245	76.56	295	92.19
November 13	275	217	78.91	254	92.36
December 13	352	275	78.13	315	89.49
January 14	295	225	76.27	271	91.86
February 14	255	187	73.33	224	87.84
March 14	289	219	75.78	263	91.00
Totals	3689	2837	76.90	3399	92.14

Monthly performance against response standards 2013-14



Districts	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1341	1261	94.03	1331	99.25
West	443	293	66.14	397	89.62
Cherwell	822	586	71.29	726	88.32
South	627	376	59.97	536	85.49
Vale	456	321	70.39	409	89.69

Areas	Total emergency incidents	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1341	1261	94.03	1331	99.25
South & Vale	1083	697	64.36	945	87.26
Cherwell & West	1265	879	69.49	1123	88.77

Historical Response Standards Data 2012-13 can be found in Annex A for comparison.

Factors affecting performance and risk mitigation

Increased traffic levels and traffic calming measures together with lower speed limits, have meant that fire engines are required to proceed at a reduced speed. As a result of these changes we have reviewed and amended our attendances to ensure that the vehicle sent to an incident would deliver the swiftest response.

In order to mobilise the nearest fire engine, we intend to utilise an automatic vehicle location system by late 2014. This will ensure that we know the precise location of every fire engine and can mobilise the nearest irrespective of its home station.

Due to the future changes in the way in which the nearest fire engine is mobilised we will look to vary the presentation of data for future reports, based on each individual fire appliance rather than station, as the nearest appliance will be sent to an incident irrespective of the station it is attached to.

In respect to driving to incidents, OFRS drivers are trained to adapt their driving dependent upon the prevailing road and traffic conditions.

Furthermore, all personnel are required to wear full Personal Protective Equipment (PPE) prior to leaving the station. This has added a short delay to turning out, but ensures additional safety en route and the ability to deploy more quickly when we arrive.

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. It is worthy of note that in recent winters of 2011-12 (snow), 2012-13 (snow) and 2013-14 (wide area flooding, for almost three months) attendance times increased as a result of the weather conditions.

In addition, the recent economic climate where people have had to travel further afield to find primary employment has meant that it has become more difficult to recruit suitable on-call staff from the immediate vicinity of the fire station. Therefore, at some stations, we have widened the catchment area for recruitment to ensure that we have sufficient numbers of personnel available to crew the fire engine. However, this does have a slight effect on the time that it takes for these personnel to respond to the station and subsequently, can increase the attendance time to an incident. All Station Commanders have been tasked with reviewing and improving their on-call station availability and response as part of their annual appraisals.

More recently, we have created an additional flexible full-time crewed fire engine that can be deployed anywhere in the county during the daytime (available between 6.30am and 6.30pm), thus reducing response times and improving fire cover in a flexible manner wherever it is most needed on a day-to-day basis.

Industrial action has also had an impact on the statistics associated with response times, because we record attendance times against each station and area, see attached data. During periods of industrial action we have utilised standby locations that are not fire stations, and as such the data relating to normal working arrangements is skewed. During industrial action we have maintained appropriate attendance times, however the data is not recorded against individual stations and thus varies the statistics associated with each station.

Local managers and the Strategic Leadership Team (SLT) carry out a performance review against the agreed response times. The data is analysed to establish the reason behind any under-performance. Where local issues can be addressed these actions are recorded on our performance monitoring systems. Where a more holistic approach is required the issue is raised to SLT and fundamental reviews are undertaken. Our response targets remain stretching, yet over recent years we have delivered within a few per cent of the targets set, despite this being against a backdrop of us responding to fewer emergency calls thanks to our prevention and protection activities. However, this does mean that each missed attendance time now equates to a larger percentage.

Responding to road traffic collisions (RTC)

Last year we responded to 275 RTC's and this rescue response is supported by two Enhanced Rescue Vehicles (ERV) located at the north and south of the county and a dedicated rescue tender located centrally. This reduces the travel time to incidents where typically persons are still trapped within their vehicles.

It also gives us resilience when we have simultaneous incidents within the county. These vehicles have specialist cutting and spreading rams to release the casualty in the quickest and safest way. The vehicles also carry the latest lithium ion battery powered cutting equipment to allow them to be more versatile and mobile with reduced set up time. All our fire engines have recently been provided with new battery powered Hilti saws to assist in the rescue of people at RTC's.

Responding to flooding, snow, and wildfire

Adverse weather such as flooding and snow events is becoming increasingly common. We have ensured that we can always respond to emergencies during all types of weather.

Every vehicle in our fleet is provided with snow socks that assist in enhancing traction during snow and freezing conditions, this equipment has been used successfully again this year. We have increased our fleet of 4x4 vehicles by three vehicles and these are used to transport specialist equipment during times of wide area flooding.

These vehicles are also made available to the county council to allow critical members of staff to perform their duties. For example social services attending vulnerable people in their own homes. The three new vehicles are considered multi use and in the event of summer wild- fires they can be kitted out with mobile water fogging units to allow us to get to remote areas quickly and safely.

First Person on Scene Trauma Care

Last year we responded to a wide variety of incidents involving people with serious injuries as a result of either road traffic collisions, fires or other emergencies.

We have now enhanced our medical skills up to a trauma technician level by completing BTEC First Person on Scene (FPOS) training for 141 of our staff so that we can provide critical care in the early stages of any emergency until the Ambulance service takes over.

To ensure that our skills meet the requirements of the primary care trust we undertook a process to gain clinical governance with South Central Ambulance Service (SCAS) to enable us to work within their agreed working practices contributing towards patient centred care. To enhance this we have also incorporated defibrillators onto every front line appliance.

Since the introduction of FPOS we have used this skill at 256 incidents.

Operational Guidance and Risk Information

We have restructured our service and are working with 26 other fire and rescue services to develop operational guidance in a digital format that is available to our personnel on the fire engines via an on- board computer. The team have produced and introduced 56 guides based on the types of incidents that we attend with training packages to ensure that the first attending crews have the right information, at the right time. This also ensures that when we work with other fire and rescue services across borders we are working to the same guidance.

For higher risk buildings where we collect site specific risk information we have a system that will now ensure that the critical hazards are identified and processed and placed on the on board computer within seven days. At large complex building where there is a need to plan the tactics in advance of an emergency these plans are also held on the on board computer and can be accessed on route to assist the initial planning for the first attending crews.

Health and Safety

Health and Safety Team

Following both internal and external reviews and the service structure review, two Health and Safety (H&S) technician posts have been established. The technicians have been used extensively to introduce a new procedure for audit of H&S on OFRS premises, supporting risk assessments, noise monitoring, policy and procedure updates and providing advice.

Internal and External Audits of Health and Safety

In August 2013 the H&S department and the Organisational Assurance Team assisted by an external auditor from Buckinghamshire FRS, completed a full Royal Society for the Prevention of Accidents (RoSPA) Quality Safety Audit (QSA) of OFRS H&S management systems. The service achieved an overall H&S Performance Rating of 85 per cent which is an improvement on the previous 2009 audit rating of 76 per cent. An external QSA H&S audit lead by Isle of Wight FRS took place in June 2014 which showed a further improvement with an overall H&S Performance Rating of 87 per cent. An action plan was created following the publication of the report and is being progressed by the H&S Team.

Tactical Operational Guidance

OFRS continues to be fully engaged with the Collaborative Partnership (CP) in producing Tactical Operational Guidance and is an active member of the group with the H&S team attending regular meetings to provide H&S advice. The H&S team will continue to have input into the CP during the transition phase to the National Operation Group.

Health and safety developments

In June 2013 the Department of Communities and Local Government (DCLG) published its doctrine for fire authorities entitled 'Health, Safety and Welfare Framework for the Operational Environment'. A gap analysis has been completed and areas for improvement were actioned. One key area was personal firefighter safety and Dynamic Risk Assessment (DRA), during incidents when firefighters are working alone or in teams. This will be addressed with the use of a safety toolbox talk following the 'stop, think, act, review' (STAR) individual risk assessment / decision making model.

The publication of a research paper entitled 'Firefighting - a Risky Business' has been reviewed by OFRS. We have attended conferences and seminars to identify and action learning opportunities that arose from its publication.

We continue to monitor and action any legislative updates following the Lofsted report which looked at reducing the burden on industry and limiting the amount and complexity of guidance such as Approved Codes of Practice (ACoPs). For example, we have updated our decontamination procedures and medical requirements following the publication of the Control of Asbestos Regulations 2012.

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 (known as safety events) and produce reports. Such reports and statistical data are used to develop action plans and organisational strategies to prevent, reduce or limit future unsafe situations.

Certain categories of safety event are also required to be reported to the Health and Safety Executive (HSE). Our safety event investigation and reporting system is designed to link to our intranet based risk assessment system, enabling robust safe systems of work to be designed or amended.

The number of reports we submitted to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR) has increased nominally from one in 2012-13 to four in 2013-14. Three reports were submitted for over seven day injuries and one report for a major injury. The major injury was following an incident at which a firefighter collapsed at station following attendance at a fire, which was fully investigated and actioned.

During 2013-14 the number of injuries in the major / moderate category was reduced compared to 2012-13 from 13 to 11. Minor injuries have increased from 58 during 2012-13 to 65 in 2013-14. Near misses have increased from 49 in 2012-13 to 55 in 2013-14, which reflects in our improved positive reporting culture. Trends are monitored and reported quarterly to SLT.

Improvements following national incidents

Coroners Rule 43 notices and OFRS action plans are monitored by the H&S Team to ensure issue identified are actioned appropriately. The purpose of a Rule 43 notice is that the coroner will inform authorities that they believe a similar incident can be prevented by taking certain actions.

OFRS continue to action any notices issued and have actively reviewed previous notices such as Marlie Farm to ensure captured learning is integrated, not only into policy and procedure, but day to day operational procedures.

Training and development

Training teams restructure

The teams responsible for the development and delivery of training were separated under different functional managers in the 2013 service restructure. One reason for the changes was to align training development, employee relations and resourcing and H&S under the same function. This has proved successful with the delivery of the watch manager promotional process this year. The restructure also aligned training delivery with operations and resilience to bring these work streams under one service head. This has also enabled training delivery to quickly adapt to the needs of operational staff.

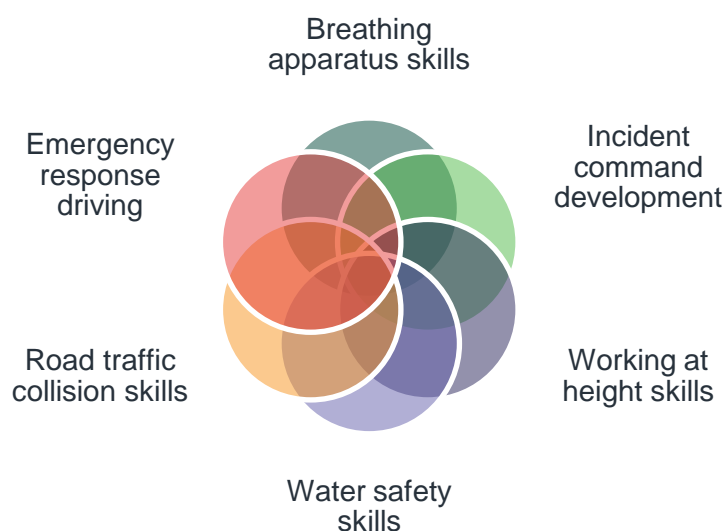
Training and Development Strategy

The training and development strategy was reviewed in 2013 and included some fundamental changes. The training blueprint was released which provides clear guidance to uniformed personnel on the formal qualifications they are expected to achieve based on their role and position in the organisation.

Training performance indicators

We measure the percentage of personnel who have recorded completion of maintenance training for the six core fire skills. The service aspires that this should be 100 per cent. In 2012-13 we achieved 85.6 per cent. The average for 2013-14 was 84.9 per cent. This measure is closely monitored and if it falls below 90 per cent action plans are implemented to improve performance.

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 2013-14 this was 85.5 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 assure understanding following the issue of new operational guidance, procedures or hazard information. The successful completion of these assessments is measured and in 2013-14, 85.2 per cent of managers were up to date with all requirements. This demonstrates both positive engagement with the new protocols and good understanding of the documents released.

Development Programmes

In 2013-14 the service created and implemented development programmes for station manager and group manager roles which have been accredited by Edexcel. The service received positive feedback from the accreditation process.

Successes in 2013-14 include:

- Development and running of watch manager promotional process for internal and external candidates.
- Edexcel accreditation of station manager and group manager processes.
- Publication of research on our incident command assessment model.
- Senior management training in service policies using computer simulation.

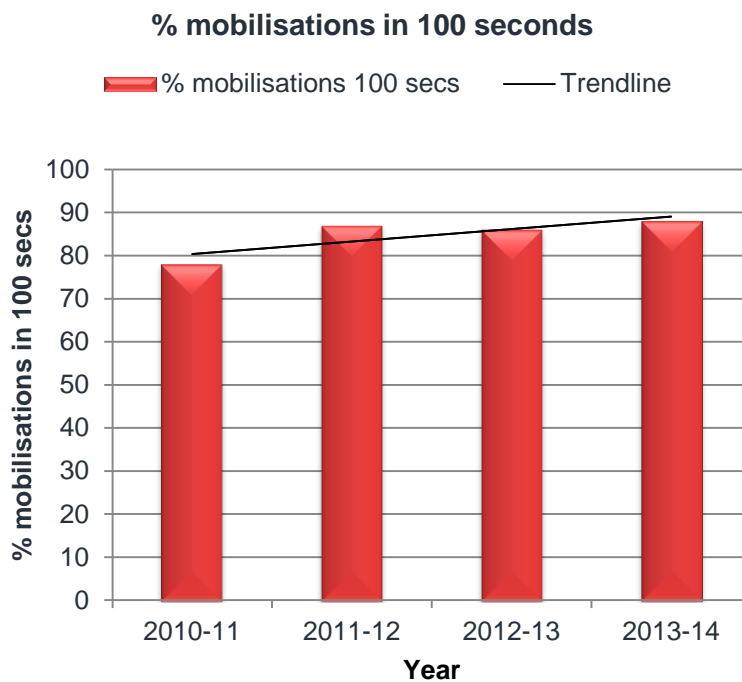


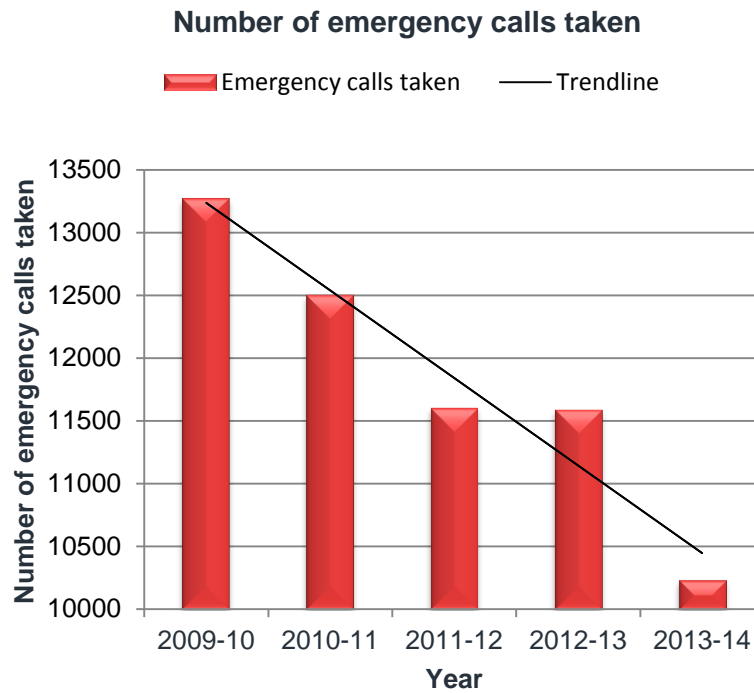
Call management and incident support

Following the closure of the national government programme for regional fire control we are progressing a project to deliver a joint control room with Royal Berkshire and Buckinghamshire Fire and Rescue Services called the Thames Valley Fire Control Service (TVFCS). This joint control room will be located in Calcot, Berkshire and will serve all three counties within the Thames Valley.

The revised go live date for the TVFCS is now December 2014. The project has slipped eight months from the original target date of 31 March 2014, due to the increased demand for mobilising systems from the provider of similar projects around the country and a very limited number of desirable providers being available.

We recently received confirmation from the Chief Fire and Rescue Advisor that our existing control room has been re-assessed from category 3 to category 2 because of our robust fall-back arrangements.





The number of administration calls taken by OFRS control room during 2013-14 was 48,599 (note August 2013 data missing due to fault with call logger). A new set of measures have been identified for the TVFCS based on the following criteria:

Efficiency benefits

- Financial saving in the cost of the control service
- Increased number of incidents handled per operator per shift
- Improved user interface and working environment in control.

Resilience benefits

- Improved ability to deal with spate conditions.

Operational benefits (Improvements in)

- Time to answer call
- Time to mobilise
- Time for first attendance of the fire appliance.

These are already being measured within all three control rooms and will provide a baseline for the TVFCS performance.

Performance benchmarking

How do we compare to similar fire and rescue services?

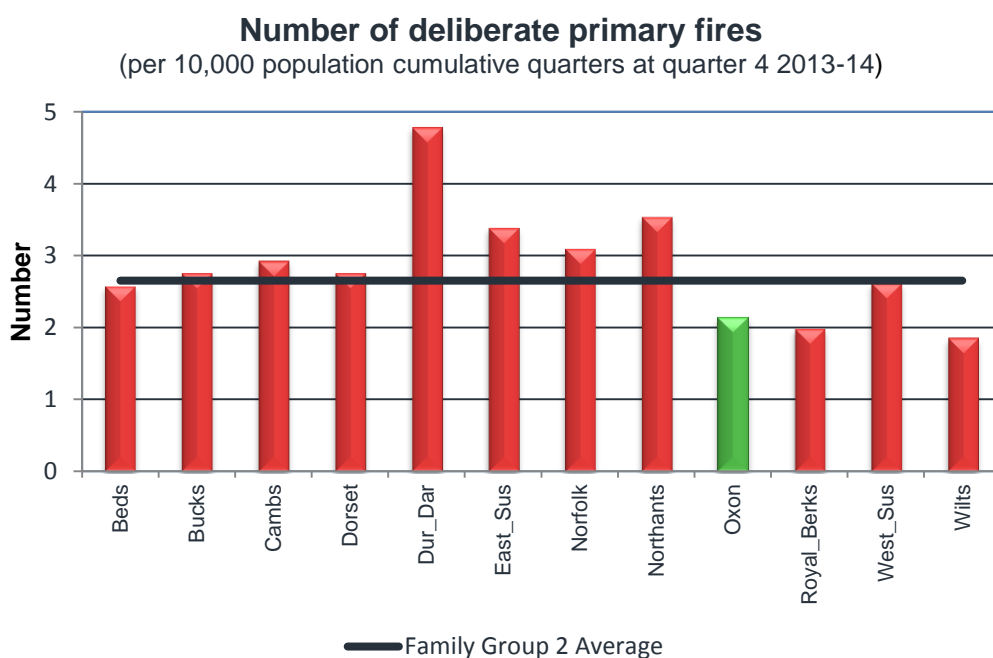
We collect the same performance information as similar fire and rescue services covering similar communities. This allows us to compare our performance at the end of the year and share ideas to help each other improve.

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.

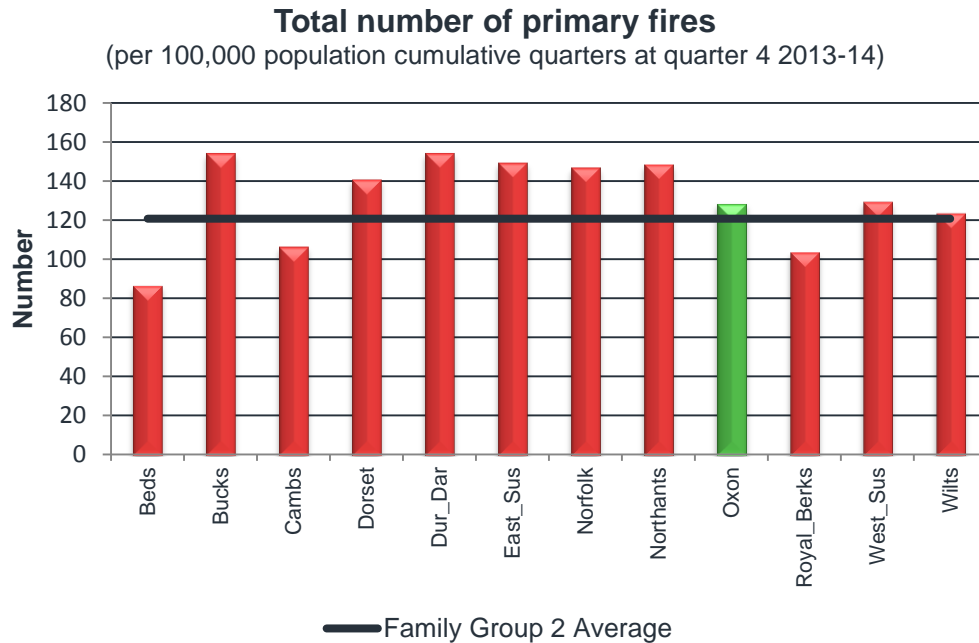
The average for each measure is shown by the grey line on the following charts . The data from Suffolk Fire and Rescue Service's was not released at the time of this publication and is not included in the following charts.

Deliberate primary fires per 10,000 population

Oxfordshire are 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. Oxfordshire, Buckinghamshire and Royal Berkshire Fire and Rescue Services, together with TVP, jointly fund a specific post to manage this function, which provides an integrated solution between fire and crime to reduce the number of deliberate fires.

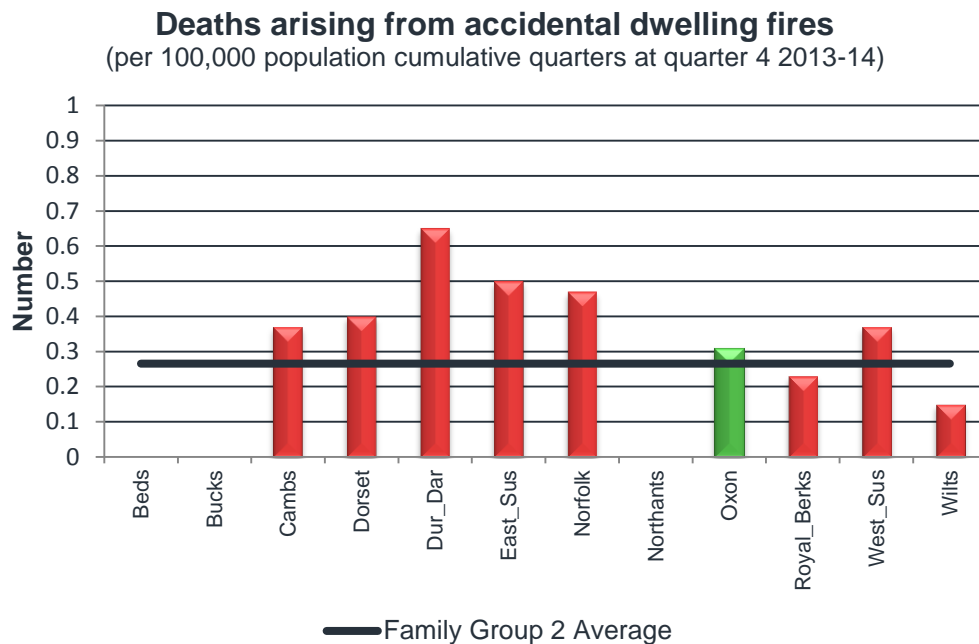


Total number of primary fires per 100,000 population



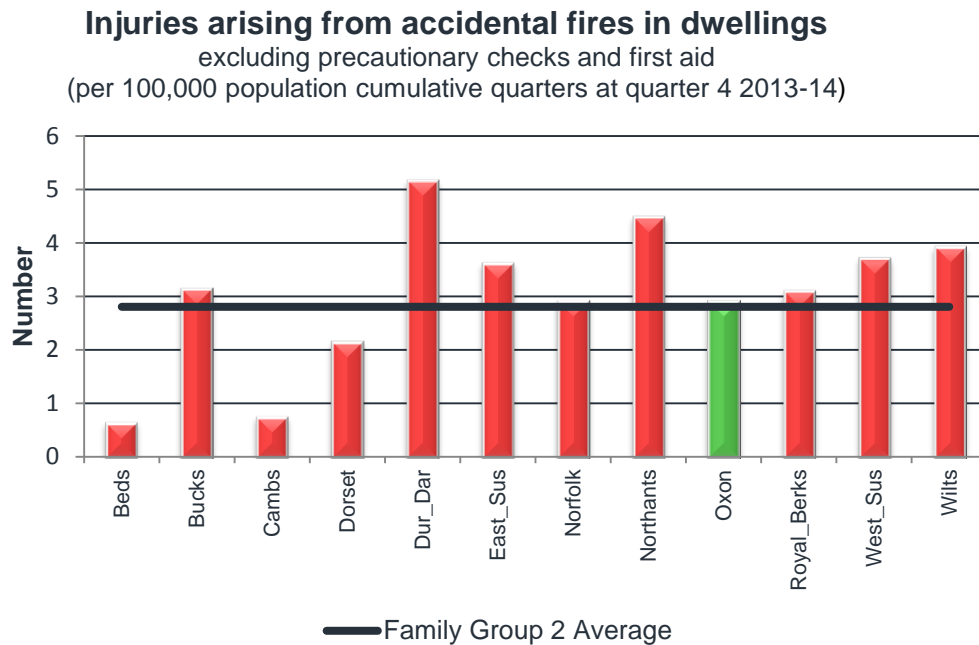
Accidental fire deaths (in dwellings)

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.



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 we need to continue to deliver safety and fire prevention work to reduce the number of injuries that occur.

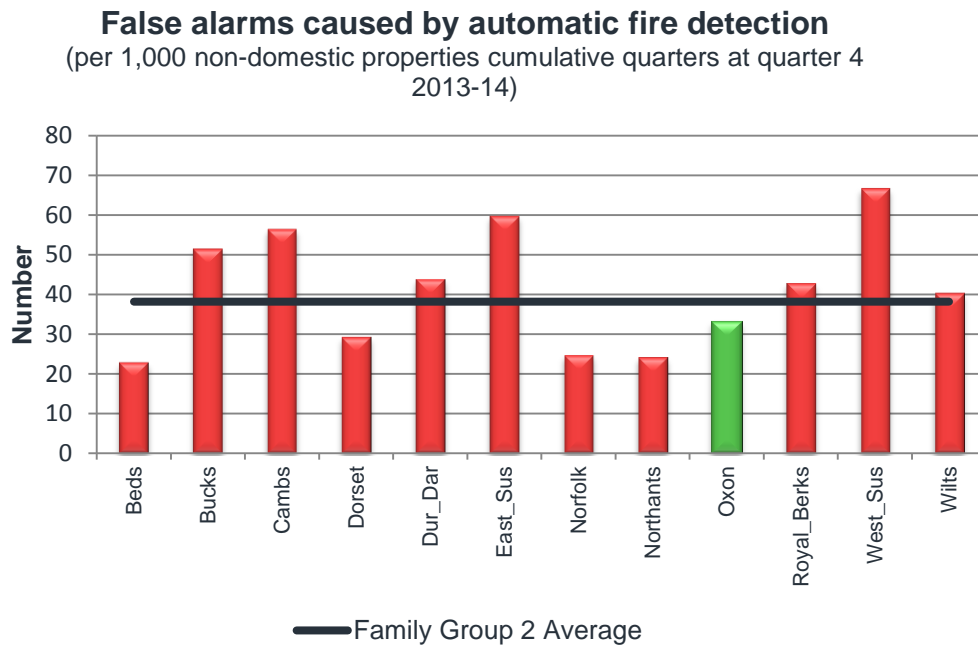


False alarms caused by fire detection systems

(per 1,000 non-domestic properties)

False alarms in non-domestic properties will cause disruption to the business 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 less 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.



Customer satisfaction

Summary of Home Fire Risk Checks (HFRC) Customer Survey 2013

- 89.6 per cent of people surveyed felt safer after receiving a HFRC.
- 97 per cent of people surveyed were fairly satisfied or very satisfied with the HFRC booking system.
- 88.3 per cent of people surveyed were fairly satisfied or very satisfied with the length of time to wait for a HFRC.
- Only 13 per cent of people surveyed checked their smoke alarm weekly, which missed our target of 75 per cent, this will be addressed in ongoing plans and reviews.
- 68.8 per cent of people surveyed have set up a fire escape plan following a HFRC which was slightly below our target of 80 per cent
- 100 per cent of people surveyed were satisfied overall with the HFRC
- 91.5 per cent of people surveyed had a working smoke alarm

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 a private company to collect the completed surveys and they compare what people thought of us with what people thought of 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 2013-14

- 93 per cent of people were satisfied with their initial contact with our control room when they had an emergency involving their home.
- 95 per cent of people were satisfied with their initial contact with our control room when they had an emergency involving their business.
- 98 per cent of people were satisfied with the fire and rescue service at the scene when they had an emergency involving their home.

- 97 per cent of people were satisfied with the fire and rescue service at the scene when they had an emergency involving their business.
- 99 per cent of people were satisfied with the fire and rescue service keeping the effects of the incident in the home to a minimum.
- 100 per cent of people were satisfied with the fire and rescue service keeping the effects of the incident at businesses to a minimum.

The survey identified that after the incident we need to ensure that we offer people further 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 update our leaflets.

Complaints

During the period 2013-14 OFRS received five formal complaints. Three complaints related to driving our vehicles and vehicle damage during flood related incidents. Two of the driving complaints were partially upheld and re-training took place. The complaint relating to damage to a vehicle caused by a fire hose coupling was not upheld.

The other two complaints related to fire hydrants and were both upheld. All the complaints were dealt with to the satisfaction of the complainants, OCC and the CFO.

Customer Service Excellence

The government wants services for all that are efficient, effective, excellent, equitable and empowering with the citizen always at the heart of service provision. With this in mind Customer Service Excellence was developed to offer services a practical tool for driving customer-focused change within their organisation.

We successfully completed our Customer Service Excellence compliance renewal in March 2013.



The Government Standard

Investors in People Award

We are proud to have retained our Corporate Investors in People status. This follows a review in 2014 when external assessors spoke with around 200 staff from across OCC.

Oxfordshire County Council Choice Awards 2013

Christine Barefield and Julie Jordan won this year's directorate Choice Award for One Team, for their work involving safeguarding and then went forward to win the overall OCC corporate award. Christine and Julie's nomination said – "Christine and Julie act as the Oxfordshire County Council Fire and Rescue Service safeguarding 'Champions'. This role is in addition to the normal duties and involves them making themselves available to offer advice and support to operational personnel. At times when they would otherwise be off duty, they willingly provide a reporting route for safeguarding alerts raised by operational personnel when attending incidents or working in the community."

Leader's special award

Leader of the Council, Councillor Ian Hudspeth, presented a special award to Station Manager Gary Mattingley. He felt Gary epitomised all of the CHOICE values during the recent flooding crisis, thanks to his excellent customer focus and commitment.

British Empire Medal

Station Manager Gary Mattingley was awarded the British Empire Medal for creating a defence system that helped keep the county 'open for business' during the 2014 flooding. The Operational Alignment Officer created a defence system using binding hose to capture then stop water from flood plains deluging roads and properties.

His idea resulted in keeping the Botley Road open. Another idea and different method using a high volume pump was used to quickly clear the Abingdon Road of water to make it passable. Both roads had previously been shut for a period during January's floods, which the Local Enterprise Partnership estimated caused an economic impact to the county of about £40m.

The system - now known as the 'Oxford Method' - has been submitted to the Chief Fire and Rescue Advisor in the central government Department of Communities and Local Government as a national exemplar

Staffing

At the end of March 2014 there was a total of 22 control room staff, 246 whole time firefighters and 79 support staff. We also had 334 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 1.34 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 that 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 1.34 days lost to sickness, which is comparable to 2012-13 figures. This is well below the OCC average of 2.03 days lost to sickness.
- Yearly total for days lost to sickness per FTE OFRS staff member (not including on-call) is 5.34 days lost to sickness.

The Fire Fighters Charity

Our continuing work with the Fire Fighters Charity helps in reducing the impact of illness and injury to every one of our staff. The service is consistently the highest per head of workforce fundraiser in the UK. In 2013-14 we raised over £100,000 in aid of the charity through fundraising events and through on-station clothing banks, lottery and regular giving programmes.

In late 2013 we launched a new initiative to help reach our beneficiaries in the community, 'Reaching Out' as the programme is titled, to those most in need from the fire service family. It has been a success and we hope to roll it out nationally through the Fire Fighters Charity.

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. In 2013 the service reviewed our inclusion strategy to ensure we were still able to deliver equality for all.

Our inclusion strategy contributes to the overall achievement of our statutory duties and stated goals. We continue review our performance against the Equality Act 2010, the Oxfordshire County Council 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 done and embedded into everyday work. We aim to produce four case studies per year, each from a different area of work.

Revenue expenditure

The budget for the Fire and Rescue Service for 2013-14 was £24,941,368. The following figures relate to 2012-13 due to accounting reporting time-lines.

Expenditure per head of population⁵

The cost of providing the fire and rescue service is approximately 11p per day for each person within Oxfordshire.

The cost per head of population for 2012-13 was £41.80 compared to the average cost per head of:

- South east region fire and rescue services - £42.35
- Family group fire and rescue services - £36.36
- All fire and rescue services - £41.37.

Expenditure per member of staff

We provided a service at a cost of £44,387 per member of staff in 2012-13 compared to the average cost of:

- South east region fire and rescue services - £46,225
- Family group fire and rescue services - £40,737
- All UK fire and rescue services - £44,768.

Expenditure per incident

Our overall expenditure against the number of incidents we attend is £5,528 per incident in 2012-13 compared to the average of:

- South east region fire and rescue services - £4,749
- Family group fire and rescue services - £4,141
- All UK fire and rescue services - £4,527.

The expenditure figures appear high compared to others mainly due to the success of our prevention work. By using our resources effectively to deliver prevention work we are reducing the number of incidents that occur, and therefore those incidents that do occur are seemingly more expensive. It is also to a lesser extent due to the rural nature of Oxfordshire.

To provide a suitable response across the whole county the level of resources are higher than more densely populated areas. This is why the on-call firefighters are so important in delivering an excellent and cost effective service.

⁵ Financial data is taken from the CIPFA Fire and Rescue Statistics 2012/13, (excluding Wales, Scotland, Northern Ireland and Cambridge due to incomplete or no data sent to CIPFA).

Review of our service

The service has been reviewed this year by the County Council's Internal Audit Team, by the fire and rescue sector and by external organisations.

OCC internal audit reports

As part of the Oxfordshire County Council, the fire and rescue service receives regular audits by the county council's Internal Audit Team. In January 2014 they looked at our risk management strategy and found some 'minor' issues which are being dealt with during 2014. These included adding a risk mitigation section, having a target date for reducing the risk to an acceptable level and including our projects as part of the risk register. However, generally the auditing team were satisfied with the process and implementation of risk management within the service.

Contact Us

Should you require any further information please contact us:

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OX5 2DU

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

Fax: 01865 855241

Annex A

Historical Response Standards Data 2012-13

Response Standards Monthly Summary April 2012 – March 2013

2012-13 by month	Total emergency incidents in scope	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
April 13	306	245	80.07	286	93.46
May	268	222	82.84	258	96.27
June 13	255	208	81.57	239	93.73
July 13	322	251	77.95	303	94.10
August 13	280	237	84.64	270	96.43
September 13	303	232	76.57	281	92.74
October 13	267	215	80.52	247	92.51
November 13	296	219	73.99	273	92.23
December 13	291	219	75.26	263	90.38
January 14	273	207	75.82	249	91.21
February 14	273	200	73.26	249	91.21
March 14	275	210	76.36	243	88.36
Totals	3409	2665	78.18	3161	92.73

Breakdown of response standards by District

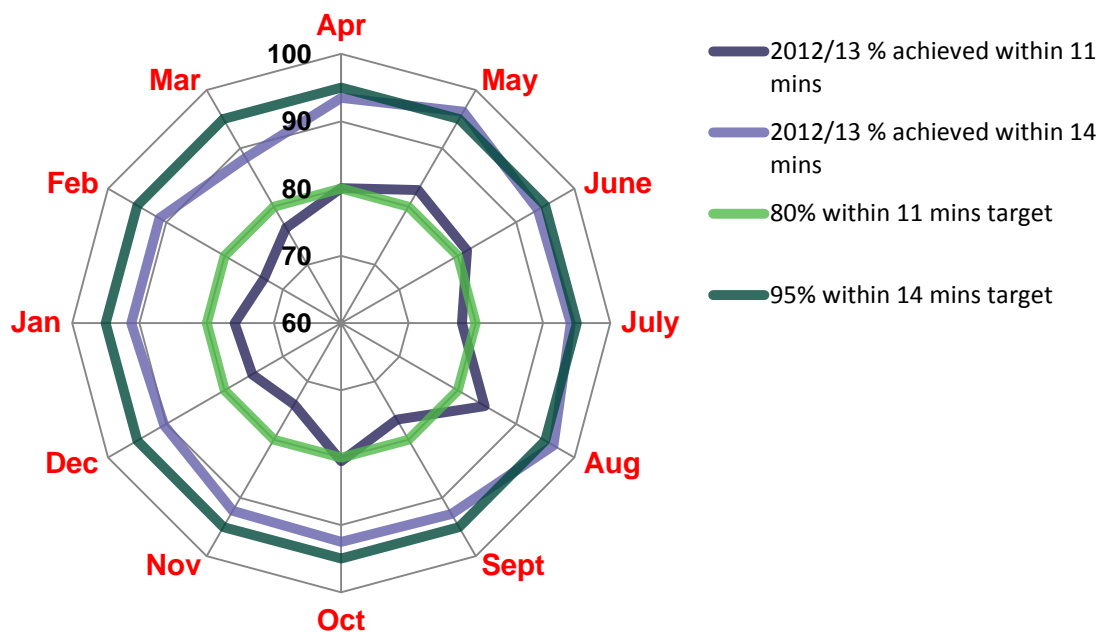
April 2012 – March 2013

Districts	Total emergency incidents in scope	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1282	1227	95.71	1269	98.99
West	421	290	68.88	388	92.16
Cherwell	753	542	71.98	675	89.64
South	551	318	57.71	468	84.94
Vale	402	288	71.64	361	89.80

Breakdown of response standards by fire risk area
 April 2012 – March 2013

Areas	Total emergency incidents in scope	Incidents responded to <11mins	% response standards <11mins	Incidents responded to <14mins	% response standards <14mins
City	1282	1227	95.71	1269	98.99
South & Vale	953	606	63.59	829	86.99
Cherwell & West	1174	832	70.87	1063	90.55

Oxfordshire Fire and Rescue Service Response Standards
 Monthly Performance against Response Standards 2012/13



Do you want to become an on-call firefighter?

There is currently a shortage of on-call firefighters at some fire stations in OFRS. This is particularly the case in our small towns and rural areas because today there are fewer people who live and work in their local towns and villages. You might be just the person to fill the gap.

Where do you work?

First of all, you need to live or work near to a fire station because you have to be able to get there within a few minutes of a call. Secondly, because we can't predict when you'll be called out, you have to be flexible in your work. The chances are that you'll be working at home, self-employed or for a community-minded employer who can let you off from time to time.

Are you fit for the job?

To apply to join the fire and rescue service you don't need any formal qualifications. You must be at least 18, with good all-round fitness. You will be asked to take a straightforward physical test as part of the process, and just as important are qualities like common sense, commitment and enthusiasm.

How often will you be needed?

On average, you will be called out two or three times a week for a couple of hours. If you cannot be available all the time, that's not a problem. You can be paid for being "on-call" for only part of the day or week. There is a particular shortage of people who are available during weekends, but you would have some evenings and weekends free if you need to, and still do a valuable and worthwhile job. If you really can't be on-call - for example because of a holiday or a deadline at work - you can take time off.

What do you get out of it?

Apart from the excitement, the challenge and the satisfaction of a job well done, your on-going training will assist you in becoming more self-reliant and confident. After all, if you can cope in a real emergency, you are ready for anything else which life might throw at you. You will meet a lot of people in your local community and earn their confidence and respect. You will also get continual, on-going training in the use of equipment and in other more general life skills including first aid. Added to all this, you get paid! You get paid a basic retainer, plus a fee for call-outs and another fee for going into action. You also get paid for training and duties like equipment maintenance.

If you think you've got what it takes to join the team, contact your local fire station for further information, or check out our vacancies pages which can be found on the fire and rescue service pages on oxfordshire.gov.uk.



CFOA
Chief Fire Officers
Association



Oxfordshire Fire & Rescue Service Fire Peer Challenge

Final Report

May 2014

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1. Introduction, context and purpose

Introduction

This report captures the outcomes and presents the key findings from the Local Government Associations (LGA's) Fire Peer Challenge at Oxfordshire Fire & Rescue Service (OFRS) in May 2014.

The report provides detailed information on the key focus areas of

Risk to Resources – Managing risk in the operational context with a focus on fire fighter and public safety including the KAA's of:

- Community Risk Management
- Prevention
- Protection
- Response
- Training & Development

In addition we have covered the three core areas of:

- How well are outcomes for local citizens being achieved - Safeguarding?
- How effective is the leadership and governance?
- How effective is the organisational capacity to meet current requirements and future needs?

Fire peer challenge is part of the new approach to sector led improvement.

The Fire Peer Challenge of Oxfordshire Fire & Rescue Service (OFRS) took place from the 13-16 May 2014 and consisted of a range of on-site activities including interviews, observations and focus groups.

The peer team met with a broad cross-section of elected members, officers, staff, front line firefighters, stakeholders and partners – over 80 people in total.

During the time in OFRS the peer team were well looked after and we would particularly like to thank Richard Smith, Julian Green and other OFRS colleagues.

Everyone the team met were fully engaged with the process and open and honest.

The peer team also undertook background reading provided to them in advance, including the OFRS Operational Assessment (OpA) and key supporting documentation.

The evidence and feedback gathered was assimilated into broad themes and was delivered to an audience consisting of officers from across the whole Service.

Context and purpose

The OpA self-assessment process is designed to:

- form a structured and consistent basis to drive continuous improvement within the Fire and Rescue Service, and
- provide elected members on fire authorities and chief officers with information that allows them to challenge their operational service delivery to ensure it is efficient, effective and robust.

In addition to undertaking OpA self-assessment the sector led peer challenge process is part of the LGA's approach to sector led improvement which aims to help councils and FRAs strengthen local accountability and revolutionise the way they evaluate and improve services.

Fire Peer Challenge is a voluntary process that is managed by and delivered for the sector. It is not a form of sector led inspection and is a mechanism to provide fire authorities and chief officers with information that allows them to challenge their operational service delivery to ensure it is efficient, effective and robust

2. The Peer Challenge Team

Fire peer challenges are managed and delivered by the sector for the sector. Peers are at the heart of the peer challenge process. They help services with their improvement and learning by providing a 'practitioner perspective' and 'critical friend' challenge.

The peer challenge team for OFRS was:

- Chief Fire Officer Des Tidbury, Cornwall FRS
- Cllr Pauline Helliard-Symons, Royal Berkshire Fire Authority
- Deputy CFO Gary Walsh, East Sussex FRS
- Deputy CFO Lee Neale, West Sussex FRS
- Kevin Maidment, Independent Consultant, Ex Wiltshire Police
- Gary Hughes, Programme Manager, Local Government Association

3. Leadership, Governance & Scrutiny

Strengths

OFRS is a very high performing and well integrated Service, with very strong and effective political and managerial leadership and a positive 'can do' culture which is open, honest and challenging.

This culture together with a strong approach to performance management, drives improvement across the organisation and ensures that everyone is engaged and aware of the Services Vision of 365 alive.

There is pride in the Service from the people who work for OFRS and open communication channels are effective in providing a consistency of understanding of the Vision and key priorities throughout the organisation.

This places OFRS in a good position going forward and will enable it to make changes in the future should funding become constrained.

The peer challenge team identified that OFRS:

- **Is a well-integrated and valued service within Oxfordshire County Council (OCC) and with partners across the County and beyond**
- **Has a very strong and effective partnership between senior managers and political leaders that is driving change and improvement**
- **Senior leadership is approachable, listens and is valued by staff and members across the organisation**
- **People are aware and signed up to the vision of 365 Alive**
- **Leading members are very supportive, engaged and knowledgeable about the service**

OFRS has an internal ambition to be the 'most integrated' County FRS and from the feedback that the peer challenge team received this has already been achieved with clear evidence throughout the organisation, and from OCC, that the FRS is highly valued and making a difference to its communities. This was echoed amongst partners too with OFRS seen as a valued and 'can do' partner.

The senior management is well regarded particularly the Chief Fire Officer and his principal officer team. They are seen as approachable and operate an open door policy. Staff, members and representative bodies stated that they listen and are open to new ideas and suggestions for improvement.

The leadership is seen as a "partnership" between officers and members, with officers acting as trusted technical advisors to both the CFO and leading members.

The 365 Alive vision is fully understood and awareness is strong right across the organisation. People are signed up and provided some good examples of how they have contributed to it.

The peer team were impressed with the knowledge and engagement of leading members, who are seen as both challenging and yet supportive.

Areas to explore

OFRS is well placed for the future challenges ahead. It has invested heavily in developing a 'can do' culture that is open and honest. The Service has delivered some significant successes but now is the time to:

- **Reinvigorate and re-launch the 365 Alive vision for the next 2 years – stretch targets, be specific and focus to fully demonstrate OFRS ambition for the county for the future**
- **Continue the positive work on communication and engagement to ensure a fully inclusive and consistent approach across OFRS**
- **Continue to improve the understanding of OFRS across all members through more formal development**
- **Support Scrutiny to further add value and to challenge performance across OFRS**

The impact of 365 Alive on improved outcomes for the community is clear the Service has exceeded its target with 386 lives saved, over £135 million saved and over 1 million safety messages delivered, this is with two years still remaining on a ten year vision. This is impressive and should be celebrated and communicated.

OFRS should however review its 365 Alive vision. During the peer challenge the team received conflicting reviews on the direction for the next two years and beyond. There seemed to be a gap, that individuals were filling themselves. There was also a desire to move beyond 365 Alive and onto the next important priority. OFRS should therefore review their 365 Alive vision and if it is going to continue to urgently reinvigorate and re-launch it. The vision would benefit from further stretch targets and by refocussing upon the individual contribution to achievement and personalising it. These could include targets such as aiming to reduce the number of deaths of young drivers, or deaths on country roads.

The strong approach to communication is working and delivering positive results. However, this was not consistent throughout OFRS, particularly amongst some on call crews, and OFRS should continue to ensure messages are cascaded on a fully inclusive and consistent basis.

OFRS has a strong approach to engaging with and communicating to members. It ensures that members are fully informed of incidents within their respective wards. OFRS also plays a part in induction for new members, to which existing members are also invited, and many go. There is, however, no formal training programme beyond that, and members are not asked what training or knowledge they might need.

Members say that although it is largely informal, they learn about how the FRS works and what it does through papers that go to Scrutiny, Cabinet and full council, and through some seminars around different issues. For example through limited emergency response standards that come to Scrutiny and an explanation of 365 Alive. This could be made more formal and be more expansive to explain the work and achievements of OFRS.

With the diminishing capacity amongst Scrutiny it is important that engagement is appropriate and adds value. OFRS needs to continue it's positive work to engage Scrutiny and may want to consider a Scrutiny review of this fire peer challenge report and /or establishing more informal 'question time' style panel sessions where scrutiny and other members plus partners and the public could engage the CFO, SLT and leading members in a question and answer session.

4. Organisational Capacity

The peer challenge team identified the following:

Strengths

- **Excellent people and culture with a strong 'can do' attitude throughout the organisation**
- **A very strong approach to performance management**
 - **embedded, golden thread, low sickness absence**
- **The new structure with SLT and TLT is working well**
- **New initiatives to address capacity:**
 - **Retained Station Support Officers (RSSO) and Roving Pump**
- **Positive and constructive relationships between OFRS and the FBU – working well together**
- **Reciprocal support between OCC and OFRS which is recognised and regarded**

The peer team were particularly impressed with the positive culture throughout OFRS and the strong 'can do' attitude of the people that we met. Staff recognised the challenges faced by the FRS and wider public sector but were still positive about their future and saw their role on a much wider basis than the traditional view of the fire and rescue. They welcomed the opportunities provided by being part of the county council and were proud to work for OFRS and OCC.

The services approach to performance management is recognised as Notable by the peer challenge team. The standardised approach to managing and recording 1-2-1 meetings was simple but effective. It covered a wide range of priority areas such as health & safety, equality and diversity, performance, training, sickness welfare, finance and budgets, succession planning and threats and opportunities. It was clearly embedded throughout the organisation and linked to annual and six monthly appraisals. This approach was delivering results with a very low sickness absence figure of 5.34 days lost to sickness (not including on-call staff), which is impressive.

The new structure with Senior Leadership Team (SLT) and Tactical Leadership Team (TLT) in place is working well. Feedback was positive and TLT valued the empowerment provided but also the links into SLT through Area Managers attending TLT for the final hour.

The service is fully aware of its key pressures in terms of capacity and to ensure firefighter safety, competence and equipment. It has, therefore, invested in additional capacity to address key risks within the county. The Retained Station Support Officers (RSSO's) and Roving Pump are seen as delivering capacity and improvements.

The positive and constructive relationship between the Fire Brigades Union (FBU) and OFRS was evident, despite the ongoing national industrial action. The CFO and his team recognise the role of the FBU and they strive to be

open and transparent. The FBU have positively engaged and contributed to the development of some significant policies and this process should be fully embedded across all policy areas.

Health & safety linked to firefighter safety is a high priority, with investment in Personal Protection Equipment (PPE) and other initiatives by principal officers, which is recognised by staff.

There is reciprocal support from OCC, and to OCC, with OFRS making a significant and valued contribution to wider OCC priorities and clear recognition of the value of being a county fire and rescue service from staff throughout the organisation.

Areas to explore

OFRS needs to ensure it maximises capacity going forward and ensure that partnerships and shared approaches work for the benefit of the organisation and the communities it serves. The Service needs to consider the following:

- **Undertake an annual review and evaluation of the restructure and role names to assess effectiveness, the impact on capacity and understanding**
- **Continue to embed the culture of empowerment and accountability throughout OFRS**
- **Ensure the ‘can do’ attitude is maintained but does not negatively impact on staff welfare**
- **Consider exploring the opportunities for volunteering to maximise capacity and community engagement**
- **Apply a consistent and robust approach to programme/project management to deliver the needs of a modern FRS**

To ensure the restructure is working effectively as possible and to communicate this success the service should undertake an annual review, with a clear communication plan in place to share the findings. There is anecdotal evidence that things are improving but further evidence and the opportunity to ‘tweak’ areas that may need improvement would help embed the culture of empowerment and accountability throughout OFRS.

As referenced the peer challenge team were impressed with the ‘can do’ attitude of staff but there is a risk that people may take on too much. OFRS should ensure it has a strong and balanced approach to Health, Safety and Staff Welfare. The further roll out of welfare training maybe helpful and some formal mechanisms for spotting and recording stress triggers may also be of use.

To further maximise capacity OFRS should develop opportunities for volunteering. It is important to remember that volunteers are not a ‘free’ resource but can add additional capacity and value across a range of activities. Some examples quoted were the work of Cornwall where they have engaged private sector boiler repairs who can identify people at risk and report them and also housing association staff who are trained to deliver HFRC.

The strong approach to project management and collaboration on the Thames Valley Fire Control Project (TVFC), which will be covered in more detail in section 12 of this report, should be applied across OFRS with a robust approach to programme and project management applied to all aspects of business including procurement and asset management.

5. Outcomes for local citizens - Safeguarding

The peer team focussed upon OFRS work on Safeguarding. The Service has a very strong and integrated approach to Safeguarding, which the team recognise as Notable.

Strengths

- **Members of and attendance at a range of multi-agency safeguarding groups**
- **Safeguarding training delivered to staff and resulting in an increase in numbers of referrals**
- **Good levels of awareness and understanding by all staff**
- **Clear process to report safeguarding concerns**
- **Staff making referrals are updated of progress and outcomes where information is available**
- **A single point of contact for OFRS staff as well a partner agencies**
- **365 Alive and positive examples of influencing the fitting of sprinklers – Westgate, Campsfield and Oxford High Rise**

The peer challenge team recognise that whilst not statutory partners, OFRS is represented at multi-agency safeguarding meetings/boards, primarily at a strategic level. This progressive and forward thinking approach ensures that as an organisation, OFRS is current in its understanding and thinking on matters relating to safeguarding. Partners spoke favourably of the positive approach and attitude of OFRS staff and reflected their willingness to participate in and often take the lead in collaborative working. It is also recognised that OFRS staff participate in the work of the various sub-groups as and when necessary, this too is appreciated by partners.

Within OFRS there is universal and positive comment in support of the Safeguarding training which was developed 'in house' but in collaboration with and verified by both the Oxford Safeguarding Children Board (OCSB) and the Oxford Adult Safeguarding Board (OSAB). The training was delivered to staff between 2011 and 2012 in the form of a Powerpoint presentation and was primarily intended to raise the awareness of staff to the prevalence of and indicators of vulnerability, in the broadest sense and how to report concerns.

Staff across the organisation demonstrated a good working knowledge of safeguarding. It was clear that they recognised their obligations to identify and refer safeguarding concerns and the opportunities created in attending both proactive and reactive calls.

A clear referral and reporting process is established and understood by staff. These referrals and reports are administered and managed by two staff members working within the Home and Community Safety Department who have established a reputation as 'safeguarding champions'. They act as a conduit between OFRS and OCC and their effectiveness is enhanced by the data sharing arrangements that have been developed by the partners in recent years.

The 'safeguarding champions' pride themselves in the service they provide and always seek to acknowledge all referrals submitted by staff. If possible, they seek to obtain an update from OCC and feed this back to the staff member initiating the referral or enquiry. It is recognised that in many cases, it is not appropriate to feedback specific details and in these cases, but in all cases, they send an acknowledgement with as much detail as they are able to provide. Operational staff stated they appreciated this system and recognised the restrictions in providing them detailed feedback.

It is encouraging that the excellent collaborative arrangements extend into other departments of OCC such as the planning department. The examples of planned sprinkler systems to be fitted to a number of city council buildings and major city centre underground car park development demonstrate achievements in enhancing safety through partnership working. It is suggested that this approach should be explored further with district councils to create opportunities for using the legislative planning process to influence building design to enhance and 'build in' safety.

Areas to explore

- **Refresh the safeguarding training package to reflect learning from recent cases such as Operation Bullfinch and domestic abuse**
- **Establish a programme of on-going training for new staff and refresher training for existing staff**
- **Consider flagging addresses of previous safeguarding incidents in the address based gazetteer for the information of crews attending subsequent reports at those addresses**
- **Review capacity, resilience and working arrangements for staff providing the advice and contact with OCC Social and Community Services staff**

Since the delivery of Safeguarding training in 2011-12, the work of Operation Bullfinch has received significant publicity in terms of the conviction and sentencing of a number of offenders involved in the sexual exploitation and grooming of young people. It is recommended that OFRS take the opportunity to review this vital training to reflect the learning from Operation Bullfinch so that opportunities to protect vulnerable young people and adults are maximised. In addition, consideration should be given to introducing domestic abuse as an element of this training, as often, safeguarding and domestic abuse co-exist in households.

In interviews, staff demonstrated a good working knowledge of safeguarding and the processes to be followed when reporting concerns. However, there was a desire by staff to develop their working knowledge further thereby enhancing opportunities to safeguard members of the communities. In addition, it was highlighted that staff who have joined OFRS since 2012 only received an introduction to Safeguarding as part of their induction training. It is recommended that more extensive Safeguarding training should become an integral element of induction training as well as part of ongoing refresher training.

It is clear that the delivery of the Safeguarding training has resulted in a significant increase in the number of referrals made by OFRS to the Social & Community Services teams of OCC. The peer challenge team believes safeguarding arrangements could be enhanced further by the timely availability of information about previous safeguarding referrals to crews attending calls and addresses. In this regard, it is recommended that consideration be given to flagging addresses where OFRS colleagues have previously raised a safeguarding concern at a specific address so that crews attending such addresses subsequently would have an appropriate level of awareness.

There is clear evidence of pro-active preventative activity by staff of the OFRS Home and Community Safety Department in responding to safeguarding concerns reported by operational colleagues that may not pass the threshold for referring into the multi-agency arrangements.

Currently, two members of OFRS staff provide a 'single point of contact' function with OCC as well as acting as reference and learning authority with OFRS. The peer challenge team found the commitment and enthusiasm of

these staff members commendable. It is clear that they make significant professional and personal contributions to promoting and supporting staff in furthering the safeguarding agenda and working practices, this extending to providing an out of hours advice service.

Whilst it was clear to the peer challenge team that these staff members are critical to promoting and supporting safeguarding, they were concerned that such working arrangements are unsustainable and recommend that these arrangements are reviewed and revised.

6. Community Risk Management

The peer challenge team identified a range of positive and innovative examples of practice and identified the following:

Strengths

- **OFRS has reconfigured its approach to IRMP resulting in an evidence based and coherent long term view of the community risks over the next five years.**
- **Risk is identified drawing from national, regional and local risk assessments to contribute to the overall community risk management process.**
- **The 5 year CRMP and associated annual plan for 2014/15 clearly identify proposals to address the maintenance of response attendance times to secure on call availability whilst using existing resources flexibly within the service to achieve response standards set by the Service**

OFRS has moved effectively from an annual integrated risk management planning, approach to an evidence based five year strategic community risk management plan (CRMP) created with the aid of extensive risk analysis developing a community risk profile and backed up with an annual action plan detailing specific projects for the forthcoming year.

The Service has clear understanding of its risks and has attempted to engage stakeholders and employees in contributing towards the evidence and proposals for the future that address the risks.

The risks in the community are clearly owned by the Service and they are starting to inform their work around prevention and protection.

There is also a clear ownership of the benefits of maintenance and improvement in response to the community and the CRMP identifies innovative areas of work to deal with the risks to these response standards as a result of the pressure on the on-call service in terms of recruitment and retention.

OFRS is trialling a number of initiatives to inform their approach to delivery against their known risks e.g Roving Pump, switch crewing on the basis of a more flexible wholtime workforce to support and address pressures on the on-call service.

Areas to explore

- **Review consultation and engagement processes to ensure that the IRMP/CRM proposals are fully understood to best inform the final decisions**
- **Promote the benefits to community risk reduction and fire fighter safety provided through the protection teams**
- **Ensure there is a balance between Prevention, Protection and Response**

When transferring their approach to CRMP the Service should be careful to communicate the change and ensure that they take staff on the journey. Staff recognise the journey but improved engagement will ensure that the reasons for change are fully understood.

There is room for improvement in the consultation and engagement of staff and stakeholders to understand the community and gather their views as to how the Service can address other risks in the community. The Service should consider more extensive engagement with black and multi-ethnic community groups, housing associations, private health providers and vulnerable persons support groups to develop the fire service offer to the community.

OFRS should work with others to develop a single view of risk and vulnerability from a multi-agency perspective as this would enhance the Service's knowledge of the community and enable a more targeted prevention and protection provision. There is evidence of data sharing with OCC but the opportunity to access others data should be explored with as wide a range of partners as possible.

The Service should ensure that the linkages between the OCC strategies and plans through the CRMP are fully translated throughout the organisation rather than rely on 365 Alive to drive prevention, protection and response.

There is evidence that the CRMP supports the achievement of 365 Alive however the Service should consider the balance across all parts of service delivery, namely, prevention, protection and response identifying how each of these can contribute to this vision.

7. Prevention

The peer challenge team identified the following:

Strengths

- **365 Alive has been delivered ahead of schedule and all targets exceeded two years before the end of the programme**
- **Combined Care Service: the vulnerable client data sharing arrangement has enabled OFRS to better target resources to individuals in greatest need.**
- **The restructure has increased the opportunity to act quickly in order to deliver better outcomes for residents**
- **Phoenix Project has developed and has been delivered to 160 young people per annum**
- **The value of the Phoenix Project has been calculated in financial terms, which adds an extra dimension to the project outcomes**

As previously referenced 365 Alive has been delivered ahead of schedule and all targets exceeded two years before the end of the programme. 365 Alive is well branded across Oxfordshire, having a dedicated website providing user friendly information.

The Combined Care Service vulnerable client data sharing protocol between OCC and OFRS has enabled OFRS to effectively target resources to individuals in greatest need. The development of this joint approach is sensitive to the needs of vulnerable citizens. This has had a number of benefits;

- Efficient use of OFRS resources
- Delivery of 365 Alive objectives
- Assisted with integration of OCC and OFRS
- Provided a platform for further integration and partnership

Managers and staff feel supported and empowered to deliver initiatives that meet the needs of local communities. The restructure has increased the opportunity to act quickly in order to deliver better outcomes for residents, both independently and in partnership.

Fire crews recognise the benefit of prevention work and utilise post incident visits to engage with local communities to develop a positive relationship with OFRS and generate Home Fire Risk Check (HFRC) referrals.

OFRS are cognisant of seasonal needs such as winter fuel safety for older residents, summer boating safety advice, school holiday initiatives, electric blanket testing and the Firework Partnership and act accordingly

OFRS are key players in a wide range of boards and partnerships across Oxfordshire which will ensure a greater understanding of the OFRS offer and allow resources to be directed where they will add the greatest value.

The Phoenix Project has developed and is now delivered to 160 young people on the verge of exclusion from mainstream education per annum. This joint

venture between OCC Early Intervention Service and OFRS further strengthens integration.

The value of the Phoenix Project has been calculated in financial terms, which adds an extra dimension to the project outcomes

Areas to explore

- **365 Alive provides the vision for what will be achieved, but how activities contribute to achieving the vision isn't clearly identifiable or easy for staff to articulate**
- **Demonstrate a clearer link to how 365 Alive contributes to OCC objectives**
- **Consider OFRS role in building community resilience**
- **Review how existing resources could be used to deliver planned and focused prevention activities**

365 Alive provides the vision for what will be achieved, but how activities contribute to achieving the vision isn't clearly identifiable or easy for staff to articulate. Some staff interviewed referenced 365 Alive as 'old news' and a strapline rather than the OFRS vision or the main driver for a safer Oxfordshire.

Again how 365 Alive contributes to OCC objectives may benefit from demonstrating a clearer link. The Senior Leadership Team (SLT) should consider and strengthen the golden thread between OCC objectives and the personal objectives of OFRS staff. As mentioned previously the peer challenge team encourage OFRS to review this vision and to either reinvigorate or develop a new vision for Oxfordshire

Consider OFRS's role in building community resilience. Capacity may become an issue in future years so working with local communities to develop themselves will allow OFRS to focus resources to the most vulnerable residents. There are opportunities with regard to the excellent work on flooding that can be developed and widened. The Emergency Management Team and Local Resilience Forum could play a key role in this work.

OFRS should review how existing resources could be used to deliver a suite of planned and focused prevention activities as a priority. There is a large amount of good work being delivered both independently and in partnership, a clear route map of how these contribute to OCC and OFRS strategic objectives would be beneficial

8. Protection

Strengths

- **Review of the risk based inspection programme completed and implementing actions with clear ownership which will provide benefits for both public and firefighter safety**
- **Sharing of commercial premises data with the Valuation Office has assisted the review of the risk based inspection programme**
- **Provision of premises risk information is delivered in a timely manner**
- **Training has been provided to crew and watch managers to support the collection of information on premises**

OFRS has completed a comprehensive review of its risk based inspection programme as a result of concerns of how it was working to meet both its statutory duty and the needs of the business community. The changes in the risk based inspection programme, which is due to be introduced in June 2014, will ensure that the Service has a process of both dealing with reactive responses from the community in the form of complaints and premises that come to notice and its proactive responsibilities by auditing relevant properties on the basis of risk to audit compliance with the fire safety. This approach has been welcomed by staff this along with a set development programme for the fire safety roles will build confidence to deliver the right outcomes for the community.

The review and progress of the resultant action plan has received external scrutiny from another fire and rescue service to support the process and will enhance the department's ability to meet its objectives. In developing its new approach the Service has built good relationships with the Valuations Office and Oxford Data Observatory to build its new premises database.

The Service has added to its ability to audit premises by training operational staff to complete limited audits and refer issues to the dedicated protection teams in their areas.

OFRS has listened to protection staff and is developing its approach to the necessary enforcement responsibilities whilst building relationships with the business community.

It was clear that OFRS has communicated effectively the impact of incidents such as Lakanhal House and Shirley Towers to drive the understanding of the benefits of sprinklers. As a result staff are beginning to provide business continuity advice to local businesses to support drive to reduce fire and the consequential impact on the local economy.

The Protection team has taken ownership for the premises risk information gathering procedure and is putting in place training and systems to support the introduction of new processes which are aligned to national guidance. This will provide benefits both to operational personnel and the community.

The provision of premises risk information is delivered in a timely manner to support the focus on firefighter safety and response activity and this is recognised by staff as essential and that it shows support from senior managers for a positive health and safety culture.

Training has been provided to crew and watch managers to support the collection of information on premises and this will show benefits in the future as staff become confident in assessing risk premises and developing tactical plans to assist first responders.

Areas to explore

- **Review fire safety training as a result of the recent restructure and forthcoming end of the existing collaborative regional approach.**
- **Consider how OFRS captures information on new risk premises from different sources to ensure that they are provided in a timely manner to operational crews**

The Authority has some 35,000 premises which may be audited under the Regulatory Reform Order (RRO - Fire Safety Order) but only a small percentage which were previously inspected under the fire precautions legislation receive regular visits. This approach has been completely reviewed and changes made to its risk based inspection programme.

The outcomes of the restructure and impacts on fire safety enforcement should be reviewed on a regular basis to ensure that the best outcomes in terms of audit, enforcement and business engagement are embedded and deliver real outcomes to support 365 Alive and its statutory duty.

To support the changes made to its risk based inspection programme the Service should take the opportunity to review its fire safety training as a result of the recent restructure and forthcoming end of the existing collaborative regional approach.

The Service is well supported for its IT provision, and has secured financial investment, but they should ensure that mobile data hardware and software systems are fully supported and future developments are clearly mapped to ensure that the organisation can deliver its expectation for the delivery of risk information to operational crews and fire safety inspecting officers proposals for mobile tablets).

The service should consider how it captures information on new risk premises from different sources to ensure that they are provided in a timely manner to operational crews

9. Response

Strengths

- **Joint working and training with South Central Ambulance Service will deliver improvements to the community**
- **Integration of the collaborative partnership standard operational procedures into OFRS confirmed with the testing of understanding through assessment procedures**
- **Flexible use of resources to ensure availability of key on call appliances**
- **Users are involved in the evaluation of new equipment which is recognised by operational staff and supports ambitions to enhance firefighter safety**
- **Resourcing the development of MDT and enhanced working arrangements through tablet technology**

The Service has worked closely with South Central Ambulance Service (SCAS) to establish a partnership agreement for clinical governance which will provide additional training in immediate first aid called First Person on Scene (FPoS). This is supported by a Memorandum of Understanding (MOU) which will assist in funding this initiative. OFRS also work with SCAS on joint training approach to deliver the Joint Emergency Service Interoperability Programme (JESIP), and at a local level to support emergency services response to road traffic extrication. Although in the early stages this partnership agreement has the potential to be of notable practice.

OFRS are engaged with the collaborative partnership to ensure the adoption of the regional standard operational procedures. The Service has also invested in a dedicated team to deal with implementation of standard operational procedures which results in staff being trained and then assuring confirmation of knowledge through the testing of understanding through assessment procedures.

The Service has introduced the flexible use of wholetime resources to help maximise the availability of key 'on call' stations. This includes using surplus on-call capacity transferred to other on call stations as well as the Retained Station Support Officers who have the flexibility in their working arrangements to travel to maintain crewing levels and support on call officers at incidents.

The above flexible approach, coupled with the Roving Pump, supports the emergency response capability of the Service across the entire county – especially in the more remote towns and villages. It also helps to address the issue of maintaining the Service's response standard targets, which are challenging, set against the context that Oxfordshire remains the most rural county in the South East.

Operational staff, including specialist, are heavily involved in the evaluation of new equipment by the Service is recognised by operational staff and supports ambitions to enhance firefighter safety and improves ability to undertake operational activity

Areas to explore

- **Post implementation review of the Roving Pump should be undertaken, to evaluate the impact on response attendance, training, development and on individuals**
- **Ensure that on-call recruitment, selection and development procedures support local on call requirements and enhance availability and firefighter development in a timely manner**
- **Ensure that core and support teams work more effectively and ensure clarity of responsibility by reviewing the roles and work programmes of RSSO's, ISOs, ICTs and monitoring roles**

It is not clear how the on-call recruitment, selection and development procedures support local 'on call' stations and retained station support officers to maintain on call requirements and to enhance availability and firefighter development in a timely manner. Although there are on-call courses running throughout the year staff feel that the process of recruitment is too far removed from the station personnel and takes too long so that individuals lose interest in joining the Service. This has occasionally resulted in on-call courses not being fully utilised and delays in achieving development of existing staff.

The benefits of the Roving Pump are not fully understood by staff especially those who have to work this new arrangements and there is the opportunity to undertake a post implementation review of the Roving Pump to fully evaluate the impact on response attendance, training and development and on individuals.

It was also noted that there were several support teams established including Retained Station Support Officers (RSSOs), Incident Support Officers (ISOs), Incident Command Trainers (ICTs) and other monitoring roles. OFRS needs to ensure there is clarity of these roles and that they work effectively across core teams. A review of these functions may be timely.

10. Training and Development

Strengths

- **Training and Development is seen as a priority across OFRS. It is well structured and there is a clear and consistent view that T&D is supported by senior managers**
- **Training Strategy, Training Competency Framework (TCF) and Blueprint are clearly understood. The TCF is compatible with Fire Professional Framework and is well regarded**
- **The Incident Command Training process and delivery is strong, with a number of areas worthy of note**
- **Accredited BTEC development levels 3,5 & 7 is part of a clear development pathway for staff**
- **Training is delivered by OCC and promotes integration and networking**

This is an area of strength for OFRS with Training and Development (T&D) seen as a priority across OFRS. It is well structured and there is a clear and consistent view that T&D is supported by senior managers.

Fire-fighter safety is clearly a priority for SLT and this is translated to inputs and outcomes at tactical and operational levels.

The Training Strategy, Training Competency Framework (TCF) and Blueprint are clearly understood. The TCF pre-dates the Fire Professional Framework (FPF) is compatible with FPF and is well regarded by operational staff.

The development of the Tactical Training Group provides the opportunity for all stakeholders to review and discuss all matters with a training related impact.

The Incident Command Training process and delivery is strong, with a number of areas worthy of note;

- ICT process focuses on developing skills and confidence rather than being purely an assessment tool.
- Decision making rationale and understanding is a key factor within the ICT framework which promotes embedded learning.
- Synergy with incident monitoring is beneficial for incident commanders.
- Simulation facilities and the ability to build relevant scenarios and test tactical and site specific plans ensures realism is part of the process.
- Incident command training simulation is available on the Intranet for remote access.
- The incident command RAG system ensures the assessment programme is risk informed and efficient.
- Evening and weekend training to meet on-call needs.
- ICT is well supported by Redkite and Gartan.

Accredited BTEC development levels 3,5 & 7 is part of a clear development pathway for staff.

The training delivered by OCC promotes integration and networking is viewed as beneficial in meeting individuals training and development needs but also provides the opportunity to discuss cross cutting work in other areas such as prevention.

Training and Development managers have a clear vision for the future and are initiating a number of work streams which will further benefit individual and organisational development. These include providing dedicated resources and funding associated with further scenario-based, 'maintenance of skills' training at weekends (to be potentially held at the Fire Service College) to help minimise the impact of such training on the primary employment responsibilities of on-call firefighters.

Areas to explore

- **The view of Redkite is mixed with some staff seeing it as a valuable tool that has streamlined previously time consuming processes while others view it as 'clunky' and not user friendly**
- **Continue to ensure the consistency of operational monitoring to further support the development of incident commanders**
- **Operational training facilities particularly hot fire training and Compartment Fire Behaviour Training (CFBT)**
- **Anecdotal evidence of restructure and introduction of TTG improving training delivery and course attendance, consider evaluation to support this**

The view of Redkite is mixed with some staff seeing it as a valuable tool that has streamlined previously time consuming processes while others view it as 'clunky' and not user friendly. This could be down to a wider issue about IT literacy and capability but should be looked into to ensure that everyone is getting the most out of Redkite.

A consistent approach to operational monitoring will further support the development of incident commanders. The peer team recognise that this work is in train.

Operational training facilities could be improved, particularly hot fire training and compartment fire behaviour training (CFBT) provide some logistical challenges.

There is anecdotal evidence of the restructure and introduction of Tactical Training Group improving training delivery and course attendance, consider data analysis and evaluation to support this and to provide opportunities for further improvement.

Other Areas

11. Health & Safety

Strengths

- **Clear and positive H&S culture throughout OFRS with emphasis on firefighter safety**
- **Evidence of learning from major incidents and results of operational debriefs**
- **Integration of H&S into working groups across the organisation**

Areas to explore

- **Promotion of safety reps to continue to improve H&S culture**
- **Review health and wellbeing arrangements within OFRS**

There was a clear and positive Health & Safety culture throughout OFRS with a clear emphasis on firefighter safety. This was demonstrated and welcomed at all levels of the organisation.

There was evidence of learning from major incidents such as Lakanhal House and Shirley Towers which was then translated into training for staff at all levels. H&S is also well integrated into working groups and performance management across the organisation.

There are opportunities to promote the use of local safety representatives across all OFRS stations which would further improve the H&S culture.

As referenced previously the service could benefit from further reviewing and improving its focus on wellbeing and staff welfare and ensuring there is a clear balance between health and safety and staff wellbeing.

12. Call Management and Incident Support

Strengths

- **OFRS has a strong leadership role and is a well regarded partner in Thames Valley Fire Control (TVFC)**
- **Good approach to project management**
- **Good existing plans for continuity**
- **The planned Suffolk/Cambridgeshire peer review is positive**

Areas to explore

- **Manage the timescales as they are very challenging and ensure the deadline has room for manoeuvre**
- **Ensure effective communication and engagement with staff about the transition to TVFC**

OFRS has a strong leadership role within the TVFC project with the Deputy Chief Fire Officer acting as the 'Senior User'. OFRS are well regarded as a partner and work well with both Royal Berkshire and Buckinghamshire FRS's.

The service has a strong and robust approach to project management and has brought in specific capacity from the county council to address this. As mentioned previously the learning and approach should be applied consistently across all areas of OFRS business.

The planned peer review of TVFC by Suffolk and Cambridgeshire FRSs is positive and will no doubt provide additional reassurance and areas for improvement.

The current continuity plans in place are robust and effective.

There is, however, a need to carefully manage the timescales for delivering this project as the peer team believe that they are very tight. There is a confidence that the timescales will be achieved and the service needs to ensure that effective and regular communication is in place with staff and unions particularly as you get closer to the 'go live' date.

The Service should ensure the framework, working practices and lessons learnt from the implementation and on-going management of TVFCS are utilised as a platform to identify, assess and deliver further efficiencies through additional areas of collaboration and joint working.

13. Conclusion and contact information

Throughout the peer challenge the team met with enthusiastic and committed officers and staff. It is clear that Oxfordshire Fire & Rescue Service is a very high performing service and there is enthusiasm and confidence for the future and the peer team believe that by harnessing this positive culture OFRS can continue to integrate and deliver a fully inclusive multi agency approach to keeping Oxfordshire's communities safe.

For more information regarding the Fire Peer Challenge of OFRS please contact:

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Local Government Association

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www.local.gov.uk

Oxfordshire County Council Fire and Rescue Service

Operational Assessment Fire Peer Challenge 2014

Action Plan/Areas to Explore

No.	Key Assessment Areas	Action/Area to Explore	By Whom	By when	comments
1	Leadership, governance and scrutiny	Reinvigorate and re-launch the 365 Alive vision for the next 2 years – stretch targets, be specific and focus to fully demonstrate OFRS ambition for the county for the future.	DCFO and ACO	Sept 2014	Reviewed targets and submitted to Performance Scrutiny Committee on 25.09.14 for endorsement
2	Leadership, governance and scrutiny	Continue the positive work on communication and engagement to ensure a fully inclusive and consistent approach across OFRS.	AM Cleary to set up SLT twitter	Dec 2014	Twitter account being investigated and considered by Community Risk Team for sign off by Corporate Comms. Yammer being considered for Internal broadcasts.
3	Leadership, governance and scrutiny	Continue to improve the understanding of OFRS across all members through more formal development.	DCFO	2015	To be linked to OCC member development
4	Leadership, governance and scrutiny	Support Scrutiny to further add value and to challenge performance across OFRS.	Principle Officers	2015	Liaise with Scrutiny Committee to create appropriate opportunities to challenge performance.
5	Organisational capacity	Undertake an annual review and evaluation of the restructure and role names to assess effectiveness, the impact on capacity and understanding.	ACO Furlong	March 2015	Review of re-structure on-going.
6	Organisational capacity	Continue to embed the culture of empowerment and accountability throughout OFRS.	Principle officers	On-going	Regular Principle officer briefings to teams and communications with staff established.
7	Organisational	Ensure the 'can do' attitude is maintained but	GM Coupar	2014/15	The planned stress survey is due to be

	capacity	does not negatively impact on staff welfare.			completed by end 2014 (due to start Sept) this will highlight any issues arising, which may impact on staff welfare.
8	Organisational capacity	Consider exploring the opportunities for volunteering to maximise capacity and community engagement.	AM Cleary	March 2015	This is in this year's HCS Annual plan for county wide volunteer availability which will be considered and completed by March 2015.
9	Organisational capacity	Apply a consistent and robust approach to programme/project management to deliver the needs of a modern FRS.	AM Carlile	March 2015	Project to go live December 2014 with steady state running and reviewed by March 2015.
10	Outcomes for local citizens Safeguarding	Refresh the safeguarding training package to reflect learning from recent cases such as Operation Bullfinch and domestic abuse.	AM Cleary/ GM Garner	2014/15	On-going, action plan had already been agreed to implement. This safeguarding training will now be progressed through to April 2015.
11	Outcomes for local citizens Safeguarding	Establish a programme of on-going training for new staff and refresher training for existing staff.	AM Cleary/ GM Garner	2014/15	On-going, action plan had already been agreed to implement. This safeguarding refresher training will now be progressed through to April 2015.
12	Outcomes for local citizens Safeguarding	Consider flagging addresses of previous safeguarding incidents in the address based gazetteer for the information of crews attending subsequent reports at those addresses.	AM Cleary/ GM Garner	Closed 05.09.14	C&C system cannot determine individual premises mobilising – (street mobilising only) No action required at this stage but to be considered as part of the Thames Valley Fire Control systems.
13	Outcomes for local citizens Safeguarding	Review capacity, resilience and working arrangements for staff providing the advice and contact with OCC Social and Community Services staff.	AM Cleary/ GM Garner	Closed 05.09.14	Two Safeguarding advocates are in place plus the Duty Officer provides flexibility for referrals and actions within the policy. No further action required. Closed
14	Community Risk Management	Review consultation and engagement processes to ensure that the IRMP/CRM proposals are fully understood to best inform the final decisions.	AM Carlile	March 2015	Review of current CRMP consultation arrangements during 2014/15 consultation.
15	Community	Promote the benefits to community risk	AM Cleary	Closed	The new Community Risk Newsletter

	Risk Management	reduction and fire fighter safety provided through the protection teams.	GM Crapper	August 14	addresses some of the benefits of fire-fighter safety which is provided by the Protection teams and this publication will be used to continue to promote the value provided by the teams. Closed.
16	Community Risk Management	Ensure there is a balance between Prevention, Protection and Response.	AM Wilson/ AM Cleary	Closed 05.09.14	CRMP does this all PPR areas considered and discussed at AM meetings, TLT and SLT meetings therefore it is considered there is an on-going balance of delivery across the service. This specific item for the action plan is therefore considered closed.
17	Prevention	365 Alive provides the vision for what will be achieved, but how activities contribute to achieving the vision isn't clearly identifiable or easy for staff to articulate.	AM Cleary	March 2015	The detail, vision and activities are contained and detailed within the 365 alive policy documents. Further considerations on how to market and promote this will be sought via the Community Risk Newsletter.
18	Prevention	Demonstrate a clearer link to how 365 Alive contributes to OCC objectives.	AM Cleary	March 2015	Clearer links to County objectives will be sought and communicated to staff internally.
19	Prevention	Consider OFRS role in building community resilience.	AM Cleary	March 2015	This is an area of on-going consideration as to how the service can support community resilience further.
20	Prevention	Review how existing resources could be used to deliver planned and focused prevention activities.	AM Cleary/ GM Garner	March 2015	This is an area of on-going development to focus on vulnerable clients and young drivers as the two top priorities. Further integration is being developed with SCS and Public Health linked to the OFRS CRMP strategic direction.
21	Protection	Review fire safety training as a result of the recent restructure and forthcoming end of the existing collaborative regional approach.	AM Cleary/AM Lloyd	March 2015	Aug 14 – The Training Blueprint has been agreed and published it identifies what Fire Safety training is required for all roles with OFRS.

					A specific project to review Fire Safety training forms part of the annual delivery plan for 2014/15.
22	Protection	Consider how OFRS captures information on new risk premises from different sources to ensure that they are provided in a timely manner to operational crews.	AM Cleary GM Crapper	March 2015	There are extensive policies and procedures in place detailing the complete system and processes. Staff have been trained and the process is under constant review until the new risk management system is embedded.
23	Response	Post implementation review of the Roving Pump should be undertaken, to evaluate the impact on response attendance, training, development and on individuals.	AM Wilson	March 2015	Included in plan, 3 month review completed 4 issues highlighted, full review in Oct 14. Further six month trial with additional resilience pump and amended staffing model.
24	Response	Ensure that on-call recruitment, selection and development procedures support local on call requirements and enhance availability and firefighter development in a timely manner.	AM Lloyd	2015	Process is constantly under review following feedback from stations and each recruitment process. Bucks FRS version being reviewed re potential collaboration or sharing of test processes – unlikely to be able to collaborate as they are now moving to an on station based approach that we discarded several years ago. Changes at Customer Services may assist with speeding up admin part of process but TLT / TTM are comfortable with current 2 week course due to content and end product.
25	Response	Ensure that core and support teams work more effectively and ensure clarity of responsibility by reviewing the roles and work programmes of RSSO's, ISOs, ICTs and monitoring roles.	AM Wilson	2015	This is on-going and part of a review of WM roles, initial draft paper submitted to DCFO for further discussion.
26	Training & Development	The view of Redkite is mixed with some staff seeing it as a valuable tool that has streamlined previously time consuming	SM Sellman	April 2015	Planned re-launch for Redkite competences will ensure that this is more user friendly and will enable better use of

		processes while others view it as 'clunky' and not user friendly.			the system going forward.
27	Training & Development	Continue to ensure the consistency of operational monitoring to further support the development of incident commanders.	AM Carlile/AM Lloyd	Closed 05.09.14 Business as usual	Operational monitoring is constantly reviewed and the outcomes actioned and fed into both ICD and the operational response / training.
28	Training & Development	Operational training facilities particularly hot fire training and Compartment Fire Behaviour Training (CFBT).	AM Lloyd	2015	Under review based on what the Fire Service College (FSC) can offer and collaboration with neighbours. FSC facilities are being used for realistic scenario training at weekends and compartment fire behaviour training may be split between FSC and TRADA, dependant on geographical location / travel distances.
29	Training & Development	Anecdotal evidence of restructure and introduction of TTG improving training delivery and course attendance, consider evaluation to support this.	GM Heycock	2015	GM Heycock to review.
30	Health and Safety	Promotion of safety reps to continue to improve H&S culture.	AM Lloyd	Closed 05.09.14	Fire Risk Managers asked to raise awareness and promote additional reps to be nominated.
31	Health and Safety	Review health and wellbeing arrangements within OFRS.	AM Lloyd		PAM contract in place and developing via monthly meetings with OCC and PAM contract manager. Stress absence will be scrutinised and dealt with via new risk assessment process. Modified duties is used much more robustly than it has in the past and training for managers has been taken place, as well as the policy amended.
32	Call management	Manage the timescales as they are very challenging and ensure the deadline has	AM Carlile	December 2014	Contingency arrangements in place and regularly monitored against programme

	& incident support	room for manoeuvre.			implementation.
33	Call management & incident support	Ensure effective communication and engagement with staff about the transition to TVFCS.	AM Carlile	March 2015, including move to steady state arrangements	Regular team and individual communications and meetings.

Division(s): All

PERFORMANCE SCRUTINY COMMITTEE – 25 SEPTEMBER 2014

COMMUNITY RISK MANAGEMENT PLAN (CRMP) OXFORDSHIRE FIRE AND RESCUE SERVICE - DRAFT ACTION PLAN 2015-16

Report by the Deputy Chief Fire Officer – Fire & Rescue Service

Introduction

1. This report proposes a number of projects to be included within the Fire Authority's Community Risk Management Plan (CRMP) draft action plan for the fiscal year 2015-16. The proposals summarise areas where the Service's Senior Leadership Team believe service improvements and /or greater value to the wider OCC corporate priorities may be achieved. To meet the requirements of the CRMP process, each proposal will be supported by evidence, validating both their inclusion and their contribution to improved community outcomes and community/firefighter safety. Similarly, each proposal recognises the prevailing economic constraints.
2. These proposals, if approved by the Performance Scrutiny Committee, will be adopted in the draft version of the CRMP Action Plan 2015-16 and will be subject to wide ranging consultation.
3. The Fire and Rescue Services Act 2004 received Royal Assent on 22 July 2004. Part 3, Chapter 21 of this legislation requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions.
4. The Secretary of State published the latest Fire and Rescue National Framework in July 2012. The new Framework has an open-ended duration which gives fire and rescue authorities greater certainty with the high level, strategic nature of the Framework meaning that it should remain unchanged for the medium to long term. The Framework recognises the proficiency and experience of fire and rescue authorities and gives them the freedom and flexibility to deliver services to their communities without prescription from Whitehall. Its intention is to move accountability away from central government and place power in the hands of local communities. Key priorities for fire and rescue authorities in the new framework include:
 - identifying and assessing the full range of foreseeable fire and rescue related risks their area faces
 - making provision for prevention and protection activities and responding to incidents appropriately
 - working in partnership with their communities and a wide range of partners locally and nationally to deliver their service; and
 - being accountable to communities for the service they provide.

- The Framework enables fire and rescue authorities to efficiently deliver their services against a backdrop of change and the need to cut the national deficit.

In addition the Framework clearly defines national resilience setting out clear roles and responsibilities as well as setting out arrangements for fire and rescue authorities to collectively engage with government on national resilience issues through a new Fire and Rescue Strategic Resilience Board. The Board will enable a collaborative approach to national resilience that is based on and drawn from local capability, expertise, knowledge and leadership.

5. The Fire and Rescue National Framework requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP), (in the case of Oxfordshire, CRMP) covering at least a three-year time span which:

- Demonstrates how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way
- Sets out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.
- Is easily accessible and publicly available
- reflects effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners
- Is reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework
- Reflects up to date risk analyses and the evaluation of service delivery outcomes

6. In June 2014 the Department for Communities and Local Government issued a Fire and Rescue Bulletin (No. 46) outlining that the only requirements in relation to integrated risk management planning were those set out in the National Framework.

The Department has no plans to develop or publish further guidance in relation to the integrated risk management planning process. The Department's expectation is that the leadership of any further work to identify and/or share good practice on developing or delivering integrated risk management plans will be taken forward by the fire sector, either individually or collectively.

7. Oxfordshire Fire and Rescue Authority published its strategic CRMP in April 2013 providing the strategic direction up to 2018. This document is subjected to annual review and will be updated and amended as required.
8. The projects that have been proposed for the action plan 2015-16 will be subject to consultation for 12 weeks starting on the 10th October 2014. During this period, Oxfordshire Fire Authority will consult with elected members, neighbouring Fire and Rescue Services, partner organisations such as the Highways Agency and the Environment Agency, the Fire Brigades Union, all Oxfordshire Fire and Rescue staff and members of the public.
9. Senior Management from Oxfordshire Fire and Rescue Service will respond to the comments made during the consultation period and the responses will be made available to Cabinet in the final report in 2015 and published on the internet for public access.
10. There is little doubt that Oxfordshire Fire and Rescue Service has transformed itself from an organisation that just deals with fire response to one that also covers preventative and wider rescue work and, as a consequence, we have succeeded in reducing incidents dramatically over the years. The proposed projects for the CRMP Action Plan 2015-16 reflect the changing nature of risk and demand within the county and recognises the wider role that OFRS will need to continue to undertake in the future.
11. The following items summarise the projects for inclusion in the CRMP Action Plan for the fiscal year 2015-16:

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

Responsible Manager: Area Manager - Operations and Resilience

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

Responsible Manager: Area Manager - Strategic Risk and Planning

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

Responsible Manager: Area Manager - Operations and Resilience

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

Responsible Manager: Area Manager - Community Risk

These proposals, if approved by the Cabinet Member for Fire Service and Corporate Plan, will be adopted in the draft version of the CRMP Action Plan 2015-16 and will be subject to wide ranging consultation & scrutiny.

Financial and Staff Implications

12. Each project will be budgeted and will fully recognise the prevailing economic constraints, delivering efficiencies or allowing existing/additional services to be delivered more effectively.

Equalities Implications

13. A Service and Community Impact Assessment has been undertaken with regards to the proposed projects. This does not identify any issues with regards to equality.

RECOMMENDATION

14. **The Performance Scrutiny Committee is RECOMMENDED to:**

Approve the proposed projects to be included for further consultation in the draft CRMP Action Plan 2015-16.

Approve for the Chief Fire Officer to report back to Cabinet following consultation.

DAVID ETHERIDGE
Chief Fire Officer

Background papers:

National Framework document for the Fire and Rescue Service
Oxfordshire Fire Authority Integrated Risk Management Plan 2013-18

Contact Officer: Nathan Travis 01865 855206

August 2014

Division(s):

PERFORMANCE SCRUTINY COMMITTEE - 25 SEPTEMBER 2014

GOVERNANCE AND CONSTITUTION REVIEW

Report by Peter G Clark, County Solicitor and Monitoring Officer

Introduction

1. In April 2013, the Council adopted new governance arrangements which came into effect following the May 2013 elections. The Council asked its Monitoring Officer to review the effectiveness of these decision-making arrangements a year after their coming into operation, along with the underlying Constitution. His recommendations will be considered by Full Council on 4 November. This Committee, given its remit for scrutinising the performance of the Council, is therefore being asked to comment, from the performance perspective, on the emerging issues from the Monitoring Officer's review, which are included in this report.
2. The governance and constitution reviews are of course related. In both instances, while the Council cannot increase its resources and would not wish to extend its bureaucracy, it can maximise the use of its existing resources to better effect; particularly, for instance, with regard to scrutiny. The Committee may have particular views on scrutiny but is of course also invited to comment on the emerging issues generally.

Background

3. The new arrangements, following the elections, were made to involve members further in policy development ahead of decision-making and to improve decision making generally. For instance:
 - Scrutiny: the aim being to tie scrutiny more closely to the business and priorities of the Council
 - Cabinet Advisory Groups: the aim being to enhance decision making through effective prior involvement of members in policy development
 - Locality meetings: the aim being to assist councillors in representing their communities through a more focused flow of information and to enable decision-making to benefit further from councillor perspectives of services 'on the ground'
4. The changes had involved:
 - Reducing the number of scrutiny committees from six to three: Performance, Education and Joint Health Overview and Scrutiny
 - Creating the option to hold task-and-finish Cabinet Advisory Groups to support the Cabinet in policy development
 - Creating a standing Transport Advisory Panel

- Creating 9 locality meetings to integrate member perspectives more fully into the decision-making of the Council and to ensure better information to and from the local level
5. To inform the review, the Monitoring Officer consulted a cross-party Sounding Board of members established by the Audit & Governance Committee which itself has a watching brief over the review. As a result, the Monitoring Officer formally consulted all councillors, co-opted members and senior managers to obtain their views about each aspect of the governance. Agenda and outcomes reviews, consultation with political group leaders, cabinet members and scrutiny chairmen were also undertaken.
 6. Views were also sought about the supporting Constitution. A section-by-section review was undertaken of it, particularly those key sections such as the Council, Cabinet, Scrutiny, Contract and Financial Procedure Rules, with a view to updating, clarifying and improving the rules which underpin the Council's decision-making arrangements.
 7. A copy of the summary of the members' survey is included as **Annex 1** and a schedule of potential changes to the Constitution is included as **Annex 2**.

Emerging Issues

Governance

7. The governance changes are considered to have been beneficial in engaging members further and achieving a closer focus on the business of the Council. There is a consensus that the arrangements should be allowed to bed down and that no major changes are necessary although greater clarity as to the roles/remits around decision-making and information would be welcome. Co-opted members are equally satisfied, on the whole, that they feel engaged and that the arrangements work well for them. The headline issues arising from the governance review:
 - **Locality Meetings:** these have been very successful and are perceived by councillors and officers to be working well, engaging and informing councillors more fully in the interests of their community and the delivery of council services. The challenge is to build on this and achieve greater engagement with wider service- and policy development.
 - **Cabinet Advisory Groups (CAGs):** CAGs are regarded as a useful aspect of the Council's governance, informing service and policy development with the benefit of wider member experience. The challenge is to continue to raise their profile among members and ensure they are contributing effectively and visibly. Improved public awareness is already being facilitated (on the website) about CAGs and the outcomes of their work.
 - **Keeping members informed:** an encouraging outcome has been that members consider they are generally being kept more informed about issues affecting their area. Well-informed councillors are crucial to

effective democracy, representation and decision-making. It is encouraging that councillors are positive about their access to information.

- **Council:** the emphasis here is to improve the procedures to streamline effective debate and decision-making to improve decision-making and debate. For example, motions to be alternated between groups; questions and motions to be limited to 3 per person.
- **Cabinet:** the Leader wishes to engage local members more fully in terms of receiving their views and hearing their questions
- **Scrutiny:** no real demand for change has been expressed; rather it is the view that the arrangements should be allowed to bed down and that more emphasis should be given towards continuing to develop a more targeted focus on key issues and performance. This might, for example, involve the use of councillor briefings to increase specialist knowledge and the carrying out reviews of specific areas of concern.

8. Most of these issues can be taken forward resolved through a greater emphasis on communication and engagement; and the alignment of the Constitution.

Constitution

9. Clearly any decisions arising from the governance review which affect the governance structure itself will require constitutional changes. However, many of the Constitutional changes would effectively be 'tidy up' measures to:

- Streamline county council business by providing further clarity or less bureaucracy.
- Reduce the number of sections within the Constitution or otherwise to make the use of it easier, e.g. through potential inclusion of an index (as some authorities do).
- Update legislation and post roles.

10. However, some potential changes raise issues of principle. These include:

- **Council Meetings:** provisions for making these meetings more effective
- **Cabinet Meetings:** facilitating members' engagement with Cabinet in giving views and asking question
- **Scheme of delegation:** revisions to achieve greater clarity over senior officer responsibilities e.g. directors
- **Contract Procedure Rules:**
 - clarity over the thresholds for triggering tendering (if the amount exceeds EU threshold then tender necessary; if below then Directors to determine having regard to the achievement of best value/value for money)
- **Contract Procedure Rules (CPRs):** Legislative changes, affecting the procurement regime, will be forthcoming later this year. This will require a fundamental review of the CPRs and will revise thresholds, contract clauses, division of contracts into lots and include currently excluded contracts such as those for CEF, S&CS and Public Health. The legislative

changes will be the result of the UK Public Procurement Regulations implementing an EU directive.

- **Petition Scheme:** the Petition Scheme is little used and is no longer a statutory requirement. The Council Procedure Rules already contain the most often used provisions for making and presenting petitions. It is therefore suggested that this section is no longer needed. should be removed.); its wider provisions have been very.
- **Locality Meetings:** given the success of these meetings and the consensus to continue them, it is suggested that the Constitution sections on the roles of members should include reference to Locality Meetings.

Financial, staff and legal implications

11. Given that it is not intended to amend the governance arrangements significantly, there would be no material financial or staffing implications. The Constitution is, in any case, updated in line with new legislation whenever this occurs and the currently envisaged amendments would accord with this.

Conclusion

12. The Governance Review has raised no significant concerns either from councillors, co-opted members or senior managers. The key issues are: enabling the arrangements to bed down, raising members' awareness of them and achieving a focus (in scrutiny) on priority areas. The Constitution Review, while necessarily reflecting the Governance Review, can also achieve a greater clarity on various procedures, assisting in improving efficiency.
13. Cabinet and the Audit & Governance Committee will also be informed of these emerging issues, prior to Council's consideration of the Monitoring Officer's final recommendations on 4 November.

RECOMMENDATION

14. **The Committee is RECOMMENDED to consider and endorse the direction of travel of the review.**

PETER CLARK
County Solicitor and Monitoring Officer

Contact Officer: Peter G Clark September 2014

Governance Review 2014 Summary of member survey responses

Overview

The survey of councillors showed an overall satisfaction with the governance arrangements and that the changes are considered to have been beneficial in engaging members further and achieving a closer focus on the business of the Council. There is a consensus that the arrangements should be allowed to bed down and that no major changes are necessary. Key points:

- Locality Meetings: the big success of the new governance arrangements, Locality Meetings are perceived to be working very well; the challenge now being to ensure that they achieve greater level of engagement with service and policy development
- Cabinet Advisory Groups (CAGs): CAGs are regarded as a useful aspect of the Council's governance; the challenge now being to raise their profile among members and ensure they are contributing effectively and visibly
- Keeping members informed: an encouraging outcome has been that members feel they are generally being kept informed about issues affecting their area
- Cabinet: overall satisfaction; the challenge now being how to action the Leader's willingness to engage members more fully
- Scrutiny: overall satisfaction with arrangements and an aspiration to achieve a more targeted focus on key issues and performance
- Council: the challenge is to improve the efficiency of Council business (e.g. through clarification of the procedure rules)

Member Survey - responses

Response rate:

64% of councillors responded (40 out of 63 responses).

Includes:

- 9 cabinet members
- 12 participants in CAGs
- 23 scrutiny members
- 40 locality meeting comments

Overview

Members were presented with several 'ratings questions' and then were invited to comment. More councillors responded to the 'ratings' than gave comments.

Therefore, what follows indicates the overall response. Responses to the ratings questions have been shown as % of councillors responding to the question.

Comments, being more subjective, have been given simply as 'the numbers of councillors making the point'. They serve as illustration only. In some cases, given the low numbers making the point, the issue cannot reliably be seen as representative of a particular issue or concern.

Locality Meetings

90% (36 out of 40) respondents answered the ratings questions.

- 89% of those responding to this question agreed or strongly agreed that the Locality Meetings are a useful addition to the governance arrangements
- 3% disagreed or strongly disagreed that Locality Meetings were a useful addition
- 8% had no view as to their usefulness

- 86% agreed or strongly agreed that the Locality Meetings provided a useful way of hearing and sharing views about issues of importance to their constituency
- 11% disagreed or strongly disagreed that they are useful in hearing/sharing constituency views
- 3% had no view

Comments summary

- Useful addition and a good forum for sharing views and hearing about the locality (7 members)
- Perhaps need to be more frequent and/or a little longer (8 members)
- Early days as to whether the locality meetings tie in to the wider governance arrangements (6 members)
- Chairmanship crucial to keep meetings useful and prevent them from being a talking shop/sidelining some divisions (2 members)

Council

80% (32 out of 40) of respondents answered the ratings questions.

- 26% of those responding to this question agreed that Council is an effective means of debating/delivering Council business
- 42% disagreed or strongly disagreed that Council is effective means of debating/delivering Council business
- 32% were neutral as to the effectiveness of Council

- 84% agreed strongly agreed that changes should be made to improve debate and decision-making

- 3% disagreed that changes should be made
- 13% were neutral as to whether changes should be made

Comments summary

- Too many motions (5 members)
- Too many cabinet-related questions that should remain in cabinet (3 members)
- Potentially limit the number of motions per councillor (2 members)
- Council should finish later than 3.30 (i.e. at 4 or 5 pm) – particularly mentioned by Lib Dems (and Green) (5 members)
- Not enough time for debate (linked to previous point) (2 members)
- Too much use of 'move to vote' by the Administration, curtailing debate (2 members)
- Meetings should be webcast (2 members)

Cabinet

73% (29 out of 40) of respondents answered the ratings questions

- 21% of those responding to this question agreed that Cabinet engages effectively with wider member views and opinion
- 59% disagreed or strongly disagreed that Cabinet engages effectively with member views/opinion
- 21% were neutral that it engaged effectively with member views/opinion

Comments summary

- Sense that Cabinet does not seek or listen to other councillor views (2 members)
- Debate insufficient:
 - Other groups, not just Opposition, should have opportunity to speak (particularly mentioned by Lib Dems) (6 members)
 - Done deal – no real debate (4 members)
 - Little input from other members (4 members)
 - Councillors don't take opportunity to raise questions (4 members)
 - Scrutiny should have greater pre-consideration (2 members)

Cabinet Advisory Groups

58% (23 out of 40) respondents answered the ratings questions

- 56% of those responding to this question agreed or strongly agreed that CAGs had been a useful addition to governance arrangements
- 21% disagreed or strongly disagreed that CAGs had been a useful addition
- 22% had no view whether CAGs had been a useful addition

- 37% agreed or strongly agreed that CAGs had addressed the right issues
- 18% disagreed or strongly disagreed that CAGs had addressed the right issues
- 45% had no view on whether CAGs had addressed the right issues

Comments summary

- Need for more info and visibility on what these are, how appointed, how they operate and outcomes (11 members)
- Usefulness/effectiveness not fully established and needs bedding down (especially in relation to impact on policy development) (3 members)
- More of a means of informing members than delivering policy development (2 members)

Transport Advisory Panel

40% (16 out of 40) of respondents answered the ratings questions

- 44% of those responding to this question agreed or strongly agreed that the TAP had been a useful addition to the governance arrangements
- 31% disagreed that the TAP had been useful
- 25% had no view as to whether the TAP was useful

- 81% thought that some changes should be made to the way TAP operates
- 13% did not think changes should be made to TAP
- 6% had no view as to whether changes should be made to TAP

Comments summary

- Need for more info and visibility on what these are, how appointed, how they operate and outcomes (7 members)

Scrutiny – Generally

86% (32 out of 40) of respondents answered the ratings questions

- 31% of those responding to this question agreed or strongly agreed that current arrangements are working well
- 47% disagreed that the arrangements were working well
- 22% had no view as to whether the arrangements were working well

- 65% thought that some changes should be made to how Scrutiny operates
- 26% did not think that changes should be made
- 10% had no view as to whether changes should be made

Comments summary

- Adult Scrutiny Committee should be reintroduced (cross party view) (8 members)
- Scrutiny seems to have reduced too much – more time and resource needed for it to be effective (3 members)
- Challenge to the executive appears diminished (2 members)

Performance Scrutiny

70% (28 out of 40) respondents answered the ratings questions

- 46% of those responding to this question agreed or strongly agreed that the committee provided an effective means of performance management
- 31% of respondents disagreed or strongly disagreed with that the committee provided an effective means of performance management
- 18% had no view on the effectiveness of the committee

Comments summary

- Perhaps covers too much – too broad and not sufficiently holding the executive to account (5 members)
- Primacy of this committee masks importance of other subject areas worthy of scrutiny (3 members)

Education Scrutiny

65% (26 out of 40) respondents answered the ratings questions

- 61% of those responding to this question agreed or strongly agreed that the committee provided an effective means of reviewing educational issues
- 12% disagreed or strongly disagreed
- 27% had no view on this

Comments summary

- Role is evolving alongside Oxon CC's role in education (2 members)
- Purpose and efficacy not sufficiently bedded down (5 members)
- Some queries as to whether the social care side of children's services should be more prominently represented in scrutiny (2 members)

Joint Health Overview & Scrutiny

50% (20 out of 40) respondents answered the ratings questions

- 52% of those responding to this question agreed or strongly agreed that JHOSC provided an effective means of reviewing health issues
- 19% disagreed or strongly disagreed
- 30% had no view

Comments summary

- Prominence increased with return of public health function to Oxon CC (2 members)
- Maintaining the effectiveness of JHOSC is important to delivery of public health (2 members)

Health and Wellbeing Board

50% (20 out of 40) of respondents answered the ratings questions

- 35% of those responding to this question agreed or strongly agreed that the HAWB was an effective means of promoting health and wellbeing
- 20% disagreed or strongly disagreed
- 45% had no view

Comments summary

- Important area of work but still finding its feet (5 members)
- More info needed for councillors on role and effectiveness (4 members)

Audit and Governance Committee

40% (16 out of 40) respondents answered the ratings questions

- 62% of those responding to this question agreed or strongly agreed that A&G provides an effective means of reviewing the council's governance and ethical standards
- 6% disagreed or strongly disagreed
- 31% had no view

Comments summary

- Greater clarity needed between this and Performance Scrutiny (3 members)
- Generally effective (4 members)

Planning and Regulation Committee

35% (14 out of 40) respondents answered the ratings questions

- 71% of those responding to this question agreed or strongly agreed that P&R was effective
- 14% disagreed or strongly disagreed
- 14% had no view

Remuneration Committee

38% (15 out of 40) respondents answered the ratings questions

- 80% of those responding to this question agreed or strongly agreed that the Remuneration Committee provided an effective means of managing the council's pay policy etc
- 20% had no view

Information for councillors

95% (38 out of 40) respondents answered the ratings questions.

- 76% of those responding to this question agreed or strongly agreed that they were satisfied with the level of communication they receive about the council and its services
- 11% disagreed or strongly disagreed that they were satisfied with the level of communication
- 13% had no view

- 67% agreed or strongly agreed that the format of reports (length, content, ease of reading) was about right
- 22% disagreed or strongly disagreed
- 11% had no view

- 70% agreed or strongly agreed that they were satisfied with the information available about who to contact in the council
- 22% disagreed or strongly disagreed
- 8% had no view

- 60% agreed or strongly agreed that they received a timely reply from officers when asked for information
- 29% disagreed or strongly disagreed
- 11% had no view

Comments summary

- Reports useful but too long; perhaps introduce one-page summaries; plainer English (3 members)
- Most officers very helpful – but can take too long to get replies to queries; perhaps standard upper limit response time (5 members)
- Knowing who to contact still a challenge for some (2 members)
- Welcome Handbook well received but contacts list should be regularly/more frequently updated (2 members)

Constitution and rules/protocols

95% (38 out of 40) respondents answered the ratings questions.

- 77% of those responding to this question agreed or strongly agreed that they understood their rights to information under the Constitution
- 8% agreed or strongly disagreed that they understood their rights
- 16% had no view

- 87% agreed or strongly agreed that they knew how to raise issues for consideration at the Council's formal meetings
- 3% disagreed that they knew how to raise issues at formal meetings
- 11% had no view

PSC10

- 54% agreed or strongly agreed that their views about issues in their constituency were listened to by the Council
- 30% disagreed or strongly disagreed
- 16% had no view

Comments summary

- No common views on the Constitutional rules

END

Constitution Review

Overview

This report summarises the key issues and potential changes that have been raised as part of the comprehensive Constitution Review. It follows the structure of the Constitution and itemises the issues/potential changes under each.

Summary:

Any decisions arising from the governance review might also require Constitutional changes. In addition, consideration by officers has identified a range of potential Constitution changes, set out in more detail below. These will require further sifting and consideration. Most are being suggested to:

- Streamline county council business by providing further clarity or less bureaucracy.
- Reduce the number of sections within the Constitution or otherwise to make use of it easier, e.g. through potential inclusion of an index (as some authorities do).
- Reflect legislation and post roles

Key potential changes include:

- Council Meetings: provisions for making these meetings more effective (page 5-6).
- Cabinet Meetings: Leader's wish to 'relax' the rules of members' addressing the meeting (page 6).
- Scrutiny: how best to take forward Health Scrutiny (either as a joint committee or as a formal committee only of this Council; this point is receiving further legal research and attention. (page 4).
- Scheme of delegation: revisions to achieve greater clarity over roles e.g. which posts are intended have 'director' status etc. (page 8).
- Contract Procedure Rules:
 - clarity over the thresholds for triggering tendering (if the amount exceeds EU threshold then tender necessary; if below then Directors to determine having regard to the achievement of best value/value for money.
 - certain changes can be made now to simply the requirements for demonstrating competition necessary above EU thresholds that require tender; and otherwise simply to demonstrate best value (see pages 9-10)
- Contract Procedure Rules (CPRs): Legislative changes, affecting the procurement regime, will be forthcoming later this year. This will require a fundamental review of the CPRs and will revise thresholds, contract clauses, division of contracts

into lots and include currently excluded contracts such as those for CEF, S&CS and Public Health. The legislative changes will be the result of the UK Public Procurement Regulations implementing an EU directive (see pages 9-10).

- Petition Scheme: to be discontinued; no longer a statutory requirement); its wider provisions have been very infrequently used and the thresholds for achieving a debate or holding an officer to account have never remotely been reached; whereas the more regularly used provisions (of presenting petitions at Council meetings) are part of the Council Procedure Rules in any case (see page 12).
- Localities: given the success of these meetings and the consensus to continue them, it is suggested that their purpose should be mentioned in the Constitution's Articles Annex (see page 12).

Part 1 – Summary and explanation

- Key decisions: to review and clarify the Council's meaning of what a 'key decision' should be, under the Constitution.

Part 2 – Articles

Structure

- Suggest that there could be fewer articles:
 - Three relate to the Constitution itself (1, 14 and 15) and so could be merged
 - Merge CAGs (Article 6A) and Transport Advisory Panel (6B) under a generic 'Cabinet Advisory Groups' article

Clarity

- Certain minor changes to amend typos and make certain points clearer

Articles – in substance

Article 4: Full Council

- Policy framework: do Corporate Plans need to go to Full Council?

Article 6: Cabinet

- Cabinet committees referenced in Article 6 but detail is in the Cabinet Procedure Rules – potential for cross-referencing of the sections to improve clarity.
- Para 7(c) – This to be deleted: it specifies that the Leader/Cabinet member may form ‘groups’ (of officers/cllrs etc.) to assist them in providing advice to Cabinet: not needed now CAGs are in place.

Article 6A: Cabinet Advisory Groups

- No suggested changes save...
- Para 2 (ix) clarify that “nevertheless.... Groups may **not** wish to meet in public”.

Article 7: Overview and Scrutiny

- Para 1 – Terms of reference – make it clearer that the membership is appointed by the Council and that Chairman and Deputy Chairman appointed by Committee as the first item of business each municipal year.
- Para 1 - Clarify what rules the Health O&S Committee use to conduct their business – own Constitution and Rules 6.2 if moot.
- Para 4 – Education Transformation Board – doesn’t exist and so points (a) and (b) need amending to remove references.

Article 8: Committees

- Corporate Parenting Group – on balance this Corporate Parenting Group is happy to remain informal; no constitutional inclusion needed.

Article 8A: Health and Wellbeing Board

- Amendments to update accuracy:
 - Names of organisations, number and of type of sub-boards
- Addition of the role of JMGs (with Adult Partnership Board being abolished)
- Para 4: amend ‘chairmanship’ paragraph to: “Meetings of the Board will be chaired by the Leader of the Council and the Vice-Chairman will be its Clinical Chair as notified to the Monitoring Officer of Oxfordshire County Council”
- Para.10 - need to clarify expectations re: the frequency of meeting e.g. that it’s for the Board to determine ‘but in public at least 3 times a year etc.’

Article 10: Agency, Joint and Partnership Arrangements

Partnership:

- Add a section here about the principles of Partnership working and add a light touch reference to the LEP/City Deal (but not to the extent of expressing their terms of reference etc.) and how these report back to the Council

Growth Board:

- Add the Growth Board as a joint committee of the Council

Article 11: Officers

- Terminology – need to achieve greater clarity over the terminology of the titles used. Delete the term ‘Chief officers. Make clear that the term ‘director’ (and the delegation accruing to that post) includes the Chief Executive, Directors, the Chief Fire Officer and the three statutory posts of Monitoring Officer, Chief Finance Officer (Section 151) and Chief Internal Auditor. Then dovetail this with Part 7.3 Scheme of Delegation
- Part 1 – Director of Public Health:
 - insert section on services covered by Director of Public Health
 - Chief Medical Adviser – add footnote to specify that Director of Public Health is the Council’s Chief Medical Adviser within the terms of the Mental Health Act 1983

Article 12: – Decision making

- Para 1 - responsibility for decision making: last sentence states that the record of responsibility for who-decides-what ‘is set out in this Constitution’. This suggests a separate specific document. Better to cross-refer to scheme of delegation.
- Para 3 - key decisions taken by officers need to be in the Forward Plan. Need to be clearer about what we expect with regard to officer executive decision making to bring this into line with Exec Arrangement Regs. Need to add section in this Article, as we have for other decision makers, from Rule 4 onwards.
- Forward Plan: suggestion of not including non-key executive decisions in the Forward Plan. Notwithstanding any political decision on that, if they remain in Forward Plan it should be made clear that is a (non-statutory) requirement of our Constitution

Part 3 – Council

Council Procedure Rules

- Taking of advice: consider absolute right for Chairman of the Council to adjourn Full Council for the taking of advice
- Signing of minutes: inconsistency between Para. 18.1 signing of minutes (no discussion other than accuracy) and 1.1.2(iv) which allows for 'receiving of any info arising from them'
- Chairman's discretion:
 - Cabinet questions: give consideration to the adding discretion of the Chairman to redirect questions for a local response by a Cabinet Member where the question has a particularly local focus (some recent examples)
 - Rights to speak: to make it clear that the Chairman has discretion to limit the number of persons who may speak on an issue and the order of speaking; and otherwise to have discretion generally to determine if and how persons should speak, in the best interests of the efficiency of the meeting
- Themed debates: Growing feeling that perhaps there should be a return to themed debates so that might need to be added as a possible option to Political Group Leaders
- Time of meeting: Green Group wish for council meetings to continue beyond 3.30 as needed
- Motions: Green Party request to be added as a fourth group to the priority on Motions (Cllr Williams); all the motions to Council alternating between the Groups (Cllr Pressel)
- Motions – time-wasting: need for a provision about preventing irrelevant or time-wasting motions?
- Motions – number: limit needed on the number of motions and questions a Member can put forward on written notification?
- Petitions and speaking: make it clear that a petitioner's right to speak is predicated on the presentation of a petition – and the right to speak is forfeit if one not presented.
- Members/members of the public: clarify that the word member means 'member of the council'
- Voting: it is permissible for a vote to be recognised on the basis of a 'clear majority' rather than taking a formal count; if this was adopted, it would also be prudent to have a safeguard whereby a member (or perhaps 3?) has a right to request a formal count (separate from 'named vote' which is already provided-for in any case)

Para 12 – questions on notice:

- Currently no restrictions on number of questions by a single member at a Council meeting and nothing about multi part questions. Has led to some uncertainty around what is acceptable.

Para 17 – recorded vote:

- Amend numbering: references at 17.4.3 should be 17.4.1 and 17.1.2, I think. Council must have deleted a Rule and this has been missed in the re-numbering.

Budget and policy framework rules

- No changes

Virement rules

- No changes

Local choice functions

- No changes

Part 4 – Cabinet

Part 4.2 and 4.3: Cabinet Procedure Rules and Cabinet Committees

- Some consideration that answers to questions to Cabinet members should be published in advance in an Addenda
- Speakers: Cllr Hudspeth has given a clear steer that he wants to relax the ‘speaking’ rules. He has used his discretion as Chairman to invite Cllrs to speak where they otherwise have no specific rights.
- Right to speak: Suggest an overhaul of Cllrs right to speak at Cabinet, Cabinet Cttee and delegated decision meetings
- Answers to question: answers to questions to Cabinet members should be published in advance of the Addenda published before the meeting

Part 4.4: Delegated Decisions – Individual Cabinet Members

- Speakers – see above re: Cllr Hudspeth’s preferences s to speaking rights
- Consideration to spelling out that Cabinet Member is the appropriate decision maker except where stated - to bolster use of delegated decisions

Part 5 – Committees and sub committees

- Clarify which roles require appointment by Full Council or simply notification to Full Council; clarity needed on these rights to appoint.
- Updated as needed – when memberships change

Part 6 – Scrutiny

Scrutiny procedure rules

- Rule (1) – suggest cross reference to spell out how they conduct their proceedings i.e. which parts of Council Procedure Rules apply.
- Rule (2)(b) – clarification of voting rights for Co-opted members. Education Scrutiny Committee deals solely with education functions – not the wider Children’s Services that has been the case in the past. There was an argument in Committee as to whether co-opted members could vote on whether a Working Group should be set up or the matter dealt with by Committee as whole. Some Members argued that co-opted members did not have a vote as this was *part of process* of committee and *not about education function*. Clarification of extent of voting rights to be achieved.
- Rule (8) on quorum. Easier to just state the rule rather than need to find it in Council Procedure Rules.
- Rule (9) on agenda items. Whilst wanting to uphold the aim of this rule to allow members to get issues aired, there is concern that currently it could prove resource intensive, particularly (a), (b) and (d). Suggest bring these rules into line with the rules for committees and sub-committees which initially commit to an oral report if less than 20 days’ notice given. See Part 9.3 Protocol on Members Rights and Responsibilities – Rule 7 Rights of Members to Place Items on Agendas, para (d).
- Rule (11) about reports from Scrutiny Committee – current wording reflects a time when there were far more formal scrutiny review reports. It is sensible to keep it in so that when needed the process is there but it is not appropriate that all outcomes from Scrutiny go by this formal route. Suggest tweaking by changing “will” to “may” to reflect actual current practice.
- Rule (11). Nothing in Constitution refers to tracking the outcomes from Scrutiny Reviews. Suggest adding an extra para here closing the circle.
- Part 6.3 – Protocol on public participation (scrutiny context): update to remove out of date references.

Part 7 – Scheme of delegation

Sections

- Remove section 7.2 (not in use in any case)

Part 7.1 Management structure

- Update post titles and consider inclusion of wider management structure (i.e. “top three levels of the organisation” – consistent with the publicity requirements of the *Code on Data Transparency 2014*).

Part 7.3 Scheme of Delegation

- Unpaid leave – mechanism for approval (beyond 12 months): request for a period of unpaid leave exceeding 12 months was a responsibility of former Democracy and Organisation Committee that passed to Remuneration Committee, although not perhaps explicit. HR have also used the route of the Leader and Chief Executive to get this leave authorised which seems heavy handed. HR propose that unpaid leave beyond 12 months and any other exceptional request for any sort of leave over and above the limits specified in Part 7.3 section 4 are delegated to agreement by the Director, Chief HR Officer and Chief Finance Officer. That would cover the service, HR policy and financial / pension implications.
- Para 1: Terminology - clarify the Council’s understanding of the range of roles that are to be regarded as ‘directors’ within the terms of this section and others (e.g. contract and financial rules); also whether there is significance to the term ‘officers’ (as encompassing Chief Exec, Directors and other chief officers’)
- Para 2: is it intended that the ‘principles of delegation’ only apply to ‘chief executive and directors’ and not to any of the other persons? This section *specifies* that the principles (only) apply to chief exec and directors; and so others (county solicitor, chief fire officer, chief finance officer) are excluded from them. Decision needed to achieve clarity.
- Para 2: specify that all directors are official deputies for the Chief Executive and how deputisation will follow rotational pattern etc.
- Para 6: Chief Executive’s authorisations - "any exercise of these functions shall be reported to the Cabinet or other relevant committee or sub-committee". The reporting is currently done on a quarterly basis. With the new regs will have to reflect that a record of the decision should be published on the web site as soon as possible

Part 8 – Procedure rules

Access to information

- No main changes

Financial Procedure Rules

- Loan schemes: reflect that Full Council needs to agree loan schemes
- Minor format/amendment changes (ditto associated Financial Regulations)
- Rule 45: transfer of property assets – discussion needed on how the transfer of property assets to be determined (since the ending of Capital Investment Board).
- Rule 59: update section on Directors' Responsibilities in line with the new Accounting Code
- Rule 60: Reflect updated Audit and Account Regulations (2011)

Contract Procedure Rules

Now - simplification:

- Contract Procedure Rules: certain changes should be made now to simply the requirements for demonstrating competition necessary above EU thresholds that require tender; and otherwise simply to demonstrate best value
- Key decisions – revert to the statutory definition of key decisions
- Thresholds – if contract value is above the EU tender threshold then a tender should be undertaken; if below it, then determination lies with the Director so long as this achieves/demonstrates best value/value for money

Forthcoming – legislative changes

- Contract Procedure Rules (CPRs): Legislative changes, affecting the procurement regime, will be forthcoming later this year. This will require a fundamental review of the CPRs and will revise thresholds, contract clauses, division of contracts into lots and include currently excluded contracts such as those for CEF, S&CS and Public Health. The legislative changes will be the result of the UK Public Procurement Regulations implementing an EU directive

The major legislative changes will be occurring later this year which will require substantial changes to the Council's approach to procurement and therefore to the Contract Procedure Rules. Some structural and other minor changes could be made now and it may be beneficial to achieve clarity around thresholds. Key question:

Legislative changes – in summary

New UK Public Procurement Regulations (reflecting the new EU Procurement Directive) are expected to be in force later this year/early next year (and must be in force by April 2016 in any event). They will:

- Introduce additional threshold values
- Introduce obligatory contract clauses that may need to be covered
- Introduce obligations in maintaining procurement records that may need to be covered
- Introduce obligations on whether to divide requirements into lots that may need to be covered
- Require changes to Children, Education & Families, Social & Community Services and Public Health Services Joint Commissioning/Procurement Procedures after the abolition of the Part A and Part B service differentiation
- Not exclude many of the contracts for CEF, S&CS and Public Health as is the case at present
- Affect pre-qualification requirements, as it is possible that there may be provisions restricting our ability to use pre-qualification questionnaires to only invite a limited number of suppliers to tender for lower value contracts
- Change the definitions of elements that otherwise remain as before

Interim structural & clarification proposals – see Annex 1 (summary from Legal Services) and Annex 2 (track change version of re-ordered/clarified CPRs)

Reordering the document more closely to align with the chronology of a procurement process and we suggest the use of chapters to make it easier to find relevant provisions, the proposed chapters are:

1. Introduction
2. Pre-procurement
3. The procurement process
4. Contract award
5. Post-award
6. General

Officer employment procedure rules

- Changes only to update job and committee titles

Part 9 – Codes and protocols

Members code of conduct

- Principles of public conduct: make it clear that the principles at the beginning of the Code are ‘the basic principles to inform behaviour; the requirements of the Code are however as follows’; this provides a clear break to clarify what can be the subject of a complaint i.e. the requirements of the Code and not the principles.
- Gifts and hospitality: while the requirement to have specific gifts and hospitality register has gone, the an Annex to the Code should nevertheless contain guidance/advice to members that gifts and hospitality should be registered in any event to protect members and promote transparency.

Protocol on members’ rights and responsibilities

- Part 9.3 (para 8): take out the rights for Councillors to receive papers copies on request? Not suggesting that members of relevant Cttees not get copies but print budget under pressure and may be helpful to cut out the additional copies to non-members of committees?

Members’ planning code

- Issue an updated code based on existing code and in comparison with the Lawyers for Local Government Model Code
- Addition of a protocol on *Bias and Predetermination* reflecting recent government guidance, best practice and legal case law
- Each discussed with District Council Monitoring Officers; and while non-standard format, key principles are agreed
- Addition of an annex re: bias and predetermination

Protocol on member/officer relations

- Part 9.3: where Cabinet considers a matter ‘directly relates to an *Electoral Divisions*’ (para. 9(f)): Councillors tend to misunderstand the ‘division specific’ item. They tend to take this to mean that there are impacts for their local area even where it is a wider matter as opposed to (possibly due to the phrase ‘any matter which directly relates’ as opposed to the ‘directly relates’). Refine the wording to make the meaning clearer.

Officer code of conduct

- No changes proposed.

Part 10 – Members’ allowances

- Retain existing format and structure. However...
- Revise the definitions of ‘approved duties’ to make more plain what can/cannot be claimed under travel and subsistence
- Insert outcomes of the Autumn 2014 Allowances Review

Part 11 – Petition Scheme

- Not a legal requirement – to be deleted. Hardly ever used and the thresholds never remotely reached for triggering debate at council or holding officer to account; most common usage is petitions at meetings (e.g. Council) the principles for which are in the Constitution in any case (e.g. Council Procedure Rules).

Other Issues - new sections

Localities

Include a reference to the purpose of the Locality Meetings in the ‘roles of members’ section of the Constitution (Article 2).

Index

Ease of use likely to be facilitated by introducing an index; better to facilitate cross-referencing. This would require an additional section to be updated when changes are made elsewhere but will probably facilitate use by the public, members and officers.

END