



Notice of a Meeting

Performance Scrutiny Committee Thursday, 13 March 2014 at 10.00 am County Hall

Membership

Chairman Councillor Liz Brighthouse OBE
Deputy Chairman - Councillor Neil Fawcett

| | | | |
|---------------------|---------------|------------------|-------------------|
| <i>Councillors:</i> | Lynda Atkins | Yvonne Constance | Richard Langridge |
| | John Christie | Mark Gray | Sandy Lovatt |
| | Sam Coates | Jenny Hannaby | Lawrie Stratford |

Notes: ***Date of next meeting: 26 June 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, Tel: (01865) 810262</i> <i>sue.whitehead@oxfordshire.gov.uk</i> |

Peter G. Clark
County Solicitor

March 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 - Guidance note on back page of the agenda**
3. **Minutes** (Pages 1 - 18)

To approve the minutes of the meetings held on 16 December 2013 and 9 January 2014 (**PSC3a**, **PSCb** and **PSC3c**) and to receive information arising from them.

4. **Petitions and Public Address**
5. **Draft Corporate Plan and Corporate Performance Indicators for 2014/15** (Pages 19 - 60)

10.10

Head of Policy, Maggie Scott will present the Draft Corporate Plan for discussion and comments and introduce the proposed corporate performance indicators for 2014/15 (**PSC5**).

1025

In turn Directors will present their proposed dashboards for reporting performance information to the committee in 2014/15. Performance Scrutiny Committee is asked to approve the recommended performance indicators.

6. **Business Management Monitoring Report for the Third Quarter 2013/14** (Pages 61 - 76)

11.10

Head of Policy, Maggie Scott will present a report (**PSC6**) outlining the Council's performance for the third quarter of 2013/14. Directors and Deputy Directors will attend to present their sections of the report and answer questions.

7. **Contract Quality Assurance - Adult Social Care**

12.10

Over 15,000 adults in Oxfordshire receive support services that are funded by the Council in some way. These services are provided by over 300 external suppliers. The county council has a strong commitment to work with its suppliers to ensure that good quality services are available for people who reside in Oxfordshire and need support to

help meet their assessed needs. Deputy Director for Joint Commissioning, Sara Livadeas, will present information including:

- a summary of the work carried out by the Joint Commissioning Quality Procurement & Contracts team;
- progress towards the delivery of assurance of the quality of services funded by the Council and delivered to people in Oxfordshire; and
- the themes that are the focus for future assurance activity.

A background paper will be made available to all members of the Committee prior to the meeting.

8. Review of the County Council's Governance Arrangements (Pages 77 - 80)

12.30

The Council's governance arrangements came into effect following the May 2013 elections. It was agreed by Council that these decision-making arrangements should be reviewed a year after coming into effect. The Monitoring Officer is therefore undertaking a review under the auspices of the Audit and Governance Committee and will present his report to Council in September 2014. Glenn Watson, Principal Governance Officer verbal update will be given to the Performance Committee on the agreed process for review and in particular how this relates to the scrutiny function.

A paper which was considered by the Political Group Leaders in October is attached for information (**PSC8**).

9. Scrutiny Annual Report 2013/14

12.40

Councillor Liz Brighouse to lead a discussion on the themes to be included in the Scrutiny Annual Report.

10. Forward Plan

12.50

11. Close of meeting

13.00

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 Rachel Dunn on (01865) 815279 or rachel.dunn@oxfordshire.gov.uk for a hard copy of the document.

This page is intentionally left blank

PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Monday, 16 December 2013 commencing at 10.00 am and finishing at 1.50 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair

Councillor Neil Fawcett (Deputy Chairman)

Councillor Lynda Atkins

Councillor John Christie

Councillor Sam Coates

Councillor Yvonne Constance

Councillor Mark Gray

Councillor Jenny Hannaby

Councillor Richard Langridge

Councillor Sandy Lovatt

Councillor Lawrie Stratford

Other Members in Attendance: Councillor Judith Heathcoat (for Adult Services)
Councillor David Nimmo Smith and Nick Carter (For Environment & Economy)

Whole of meeting Lorna Baxter, Chief Finance Officer; Eira Hale, Sue Whitehead (Chief Executive's Office)

Part of meeting

Agenda Item Officer Attending

4

Adult Services

John Jackson, Director for Social & Community Services, John Dixon, Deputy Director Adult Social Care, Environment & Economy Huw Jones Director for Environment & Economy, Sue Scane, Director for Environment & Economy Designate, Mark Kemp, Deputy Director, Commercial, Martin Tugwell, Deputy Director Strategy & Infrastructure Planning Graham Shaw, Deputy Director – OCS

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

19/13 SPEAKING TO OR PETITIONING THE COMMITTEE
(Agenda No. 3)

The following requests to speak had been agreed for this meeting and the meeting to be held at 1.50 pm:

Item 4 – Service & Resource Planning 2014/15 – 2017/18

Adult Social Care

General - Paul Cann, Age UK Oxfordshire and Action for Carers Oxfordshire

Impact of cuts on the lives of the poorest old folk - Mr Michael Hugh-Jones

Learning Disability Service Budget – Pam Bebbington, trustee of My Life My Choice

Advice Centres/Support Funding:

Ms Suzy Drohan, Oxfordshire Welfare Rights, Barton Neighbourhood Centre

Jill Tishler, Oxford City Advice Bureau

Fran Bennett, Treasurer and Trustee of Agnes Smith Advice Centre, Blackbird Leys

Sue Tanner, Convenor Oxford Advice Forum

Carole Roberts, Manager, Rosehill & Donnington Advice Centre, Oxford Lesley Dewhurst, Oxford Homeless Pathways

Environment & Economy

Oxfordshire Waste Partnership - David Dodds, Chairman, Oxfordshire Waste Partnership

20/13 SERVICE AND RESOURCE PLANNING 2014/15-2017/18

(Agenda No. 4)

At its meetings on 16 December 2013 the Performance Scrutiny Committee considered a report that formed part of a series relating to the Service and Resource Planning process for 2014/15 to 2017/18.

The Committee considered in turn the Directorate Business Strategies and savings proposed for the service areas including the following annexes. The Director and relevant cabinet member for each Directorate was available to respond to questions.

Annex 1 – Directorate Business Strategies 2014/15 – 2017/18

Annex 2 – New Revenue Budget Pressures and savings 2014/15 – 2017/18

Annex 3 – Service & Community Impact Assessment (SCIAs)

Annex 4 – Summary of results from Talking Oxfordshire

Annex 5 – Summary of councillor comments from briefing sessions

Paul Cann, Age UK Oxfordshire and Action for Carers Oxfordshire highlighted the following two areas as examples of where the Council by spending on the voluntary sector saved money. He asked that the Council work with voluntary organisations to analyse of the impact of the proposed savings:

- 1) The subsidy for meals and laundry. The laundry service was provided for 75 people with continence problems. The County Council have identified this as

one of the biggest factors in admissions to care. This is the sort of service that keeps people living independently in own homes.

- 2) Information and advice services. He referred to the major chasm between claims and entitlements and to the large numbers of unclaimed pension credits.

He also spoke in support of the brokerage service.

Michael Hugh-Jones as a local resident referred to the need to raise more money locally. He offered to make a donation to services and felt that others might be similarly willing.

Pam Bebbington, a trustee for My Life My Choice run by and for people with learning disabilities spoke in support of the services provided by that organisation. She highlighted that issues of loneliness and isolation; premature death and higher levels of unemployment affected people with learning disabilities disproportionately and that the loss of support would have a great impact.

Suzy Drohan, Oxfordshire Welfare Rights, Barton Neighbourhood Centre – Organisation spoke in support of funding for Advice Centres noting that they put money back into the community by accessing benefits and entitlements from government. They worked with a range of bodies including social services. At a time of welfare reform where people will be confused and require independent specialist advice. The support reduced the risk of homelessness and supported people to remain independently in their own homes.

Gill Tishler Oxford City Advice Bureau added that the services affected were not mainstream, open access services but support to people with complex needs. She also queried whether the service could be retained only for over 65s or if this was open to challenge on age discrimination grounds. In response to a question she felt it would be difficult for other organisations to provide the services given the pressures on other agencies.

Fran Bennett, Treasurer and Trustee of Agnes Smith Advice Centre, Blackbird Leys pointed out that charitable trusts in principle will not replace lost public sector funding.

Sue Tanner, Convenor Oxford Advice Forum endorsed previous comments and also referred to Oxfordshire Support Fund and difficulties in accessing the application form.

Carole Roberts Rosehill & Donnington Advice Centre, Oxford spoke on the Support Fund and commented that she found it difficult to encourage applications. Alternatives were not viable in terms of emergency needs. She responded to a query from Councillor Sam Coates and stated its loss would increase the use of pay day loans.

Lesley Dewhurst, Manager, Oxford Homeless Pathways spoke in favour of housing related support and implications of reduction in support funding. She asked that the County Council enter into dialogue and work with them.

John Jackson, Director for Social & Community Services, John Dixon, Deputy Director Adult Social Care, and Councillor Heathcoat came to the table.

John Jackson read out a statement highlighting major pressures and savings and it was agreed that this be made available on the Council's website.

During detailed consideration the following key points were made by members of the committee:

- 1) The importance of advice in supporting the avoidance of need for Council services was highlighted and that this needed to be considered carefully by Cabinet.
- 2) In recognising the savings to be made the Committee queried whether organisations have sufficient time to plan for changes. It was suggested that there be consideration of whether some of the savings could be rephased to give more time to affected organisations. John Jackson responded that many of the changes would not come in until April 2015.
- 3) There was reference to community networks and engaging with the organisations heard from today in their development. John Jackson explained the thinking behind the development of community networks and that use would be made of existing networks. He emphasised that proposals did not reflect negatively on the work that organisations were doing but of the need to make savings.
- 4) The importance of monitoring the impacts going forward was highlighted to ensure that the most vulnerable were not adversely disadvantaged. Responding to further questions John Jackson explained that the changes to the laundry service reflected enforcement of Council policy not to subsidise services. He accepted the importance of incontinence as an issue but stressed that there was scope to use personal budgets and that the service would continue but at no cost to the Council.
- 5) There was discussion of the expected £10m from the Clinical Commissioning Group and where it could be spent including on the information and advice services. It was noted that the Better Care Fund would need to benefit health services and that any suggestion that it support information and advice services would need to make the case for the impact on acute services. John Jackson responded to a concern that the money from the Better Care Fund was being used more than once: firstly replacing services currently provided as a result of acute needs and also replacing other services currently provided by social care services. Whilst acknowledging the concern John Jackson commented that it was a case of following through on a process already begun. For example in promoting the use of the Alert system.

- 6) There was discussion about the need to make the fullest use of assistive technologies and John Jackson commented that they were important for all groups. He wanted to explore their use in the widest scope as there was evidence that local government in general had not exploited it enough. The Council would work with partner organisations to explore possibilities.
- 7) Responding to comments the Committee was advised that District Councils' were involved in the housing related support discussions.
- 8) A member highlighted that the success of pooled budgets was key, the problems with delayed transfers and concern over the availability of cash for people in crisis. John Jackson highlighted that the Council depended on the voluntary sector and on families with the Council and NHS providing critical elements. The Council was focusing on efficiency and leanness in its own organisation. Costs had to be reduced and we would be working with partners and particularly the NHS.
- 9) John Jackson referred to the moral as well as the legal obligation to meet care needs and the Council's commitment to doing so.

In conclusion the Chairman highlighted a number of key issues:

- 1) She welcomed the fact that there would be further consultation processes in connection with specific changes. The Committee commended further work with agencies so that their views could be worked through and impacts managed;
- 2) The role of advice and information services in relation to adult social care needs;
- 3) The Social Fund and how going forward it can be ensured that people in crisis and in desperate need can get access to help including a crisis loan.
- 4) Further work was required in respect of learning disability services to ensure people with learning disabilities were not adversely disadvantaged;
- 5) The idea of community networks should be embedded to support some of these issues.

Cllr Constance agreed with the summary of the points raised and recommended the budget as printed.

Following further discussion some Councillors commented that it was not the role of this Committee to approve the budget proposals; others felt unable to support the recommendation given the number of unknowns including the impact on the rural community they felt.

Councillor Atkins proposed an amended recommendation to accept the overall budget but welcome further consultation and further work with agencies in recognition that there was still a fair amount to do. On being put to the vote the amendment was carried by 8 votes to 3.

AGREED: the majority of the Committee (by 6 votes to 5) accepted the overall budget but in line with the issues identified above welcomed further consultation, further work with agencies and noted that there was still more work needed on fine tuning to numbers and timings to ensure that support is still available to vulnerable people in crisis and that sufficient information and advice is available, especially with regard to people with learning difficulties.

Environment & Economy

Councillor Reg Waite, Deputy Chairman, Chairman, Oxfordshire Waste Partnership spoke in support of maintaining funding to the Oxfordshire Waste Partnership and highlighted its important role in ensuring that Oxfordshire maintained its excellent record on recycling. Responding to questions Councillor Waite detailed the current level of funding from the County Council and District Councils, stressed the strategic importance of communications about recycling across the County and that it was not practicable to expect the Districts to fund it all themselves.

Mark Kemp, Deputy Director, Commercial, Sue Scane, Director for Environment & Economy Designate, Huw Jones Director for Environment & Economy, Councillor Nimmo Smith, Cabinet Member for Environment & Economy, Councillor Nick Carter, Cabinet Member for Business & Customer Services, Martin Tugwell, Deputy Director Strategy & Infrastructure Planning Graham Shaw, Deputy Director – OCS came to the table.

Huw Jones highlighted the 6 main themes running through the Strategy, the overall objective of a Thriving Oxfordshire and introduced the savings being proposed.

Responding to the comments from the Deputy Chairman of OWP Martin Tugwell stated that the proposals were endorsed by partners and that there was no further work required on the Waste Strategy.

During detailed consideration the following were amongst the points made:

- 1) There was support for the proposal relating to the Oxfordshire Waste Partnership noting that the partnership had done excellent work but that its main tasks had been done.
- 2) A member commended the Business Strategy feeling that it represented a good example of what the Council was trying to achieve in looking at all the elements including income generation, targeting resources and externalisation (working smarter).
- 3) On the Waste Recycling Centre Martin Tugwell responded to a query about the level of confidence to make savings given the pressure resulting from an inability to achieve earlier savings. He set the savings within the context of

looking at the overall need to reduce the net cost of the network. It would be kept under review.

- 4) There was some welcome for the additional funding into defects. How realistic the figure is given the exponentially expanding demand was questioned. Mark Kemp referred to the work being undertaken by the Transport Advisory Panel to look at a different approach. Responding to further comments on the defects budget Mark Kemp added that they would be looking at the capital/revenue mix of work undertaken. Responding to the points made Huw Jones commented that the aim was to have an infrastructure that was safe and effective. What would be lost was that it might be less cosmetically pleasing. He referred to the tension between responding to local need and to responding efficiently across the whole network and considering the strategic condition of the road
- 5) There was some discussion on the re-organisation of the Area Stewardship arrangements. It was queried how inspection and monitoring work would be carried out. The importance of maintaining communication with local councillors was stressed. Councillor Hannaby commented that she had been heartened by her visit to the works at Drayton but the difficulty was in getting good sub-contractors. Mark Kemp gave an assurance that there was a requirement to do inspections and these would be maintained. Sue Scane added that any Councillors wishing to visit their local depot were welcome to do so.
- 6) A member queried the changing role around school properties. Huw Jones explained that going forward it would be an increasingly complex picture as it will be dependent in part on the services schools chose to buy back.
- 7) The Committee felt that it would be inappropriate to support proposals on supported transport when the Home to School Transport policy was still out for consultation. Similarly a decision on externalisation was expected in January. Councillor Christie referred to the Talking Oxfordshire summary referring to comments from OSBAG and noting that they had stressed to him that it was not just about cutting services but also about the protection of services. Huw Jones commented that Integrated transport (EE14) covered all transport. The savings were back ended because of the need for further work. Statutory services would be protected and specific proposals would be consulted on. Councillor Jenny Hannaby highlighted the importance of transport services on rural communities.

In response to concerns of scrutiny members Councillor Carter emphasised that needs of vulnerable people would not be forgotten.

The meeting adjourned at 1.15 am and reconvened at 1.45 pm

The Chairman recommended and it was AGREED that the Committee note the proposals and ask Cabinet to consider the following key points:

- The committee welcomed the consideration of a wide range of different proposals, including income generation.

- The committee asked that particular note be taken of the outcome of consultations on proposed changes, particularly to ensure that;
 - the proposals with regard to supported transport protect the most vulnerable people, especially those in rural areas.
 - the customer service externalisation approach achieves the required efficiencies.
- The committee also recommended that assurance be sought around councillor engagement in the development and maintenance of highways if the area stewardship model is changed.
- The need to ensure that there was an appropriate balance between Capital and revenue in highways works.
- The need to consider the property portfolios in connection with the changing environment for schools.
- The importance of keeping the savings in relation to the waste recycling centre under review.

..... in the Chair

Date of signing 2014

PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Monday, 16 December 2013 commencing at 1.50 pm and finishing at 4.30 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair

Councillor Neil Fawcett (Deputy Chairman)

Councillor Lynda Atkins

Councillor John Christie

Councillor Sam Coates

Councillor Mark Gray

Councillor Jenny Hannaby

Councillor Richard Langridge

Councillor Sandy Lovatt

Councillor Neil Owen (In place of Councillor Yvonne Constance)

Councillor Michael Waine (In place of Councillor Lawrie Stratford)

Other Members in Attendance:

Councillor Melinda Tilley (Children, Education & Families)

Councillor Lorraine Lindsay-Gale (Chief Executive's Office)

Councillor Louise Chapman (Oxfordshire Fire & Rescue Service)

Councillor Hilary Hibbert-Biles (Public Health)

Officers:

Whole of meeting Lorna Baxter, Chief Finance Officer

Part of meeting

Agenda Item

4

Children, Education & Families

Chief Executive's Office

Oxfordshire Fire & Rescue Service

Officer Attending

Jim Leivers, Director for Children's Services, Sarah Livedeas, Deputy Director Joint Commissioning Frances Craven Deputy Director Education & Early Intervention; Lucy Butler, Deputy Director, Children's Services & YOS

Joanna Simons, Chief Executive and Peter Clark, Head of Law & Culture came to the table.

David Etheridge, Chief Fire Officer, Nathan Travis, Deputy Chief Fire Officer, Richard Webb, Trading Services & Community Safety Manager

Public Health

Jonathan McWilliam, Director for Public Health, Val Messenger, Deputy Director for Public Health

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

21/13 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Constance (Councillor Owen substituting) and Councillor Stratford (Councillor Waine substituting).

22/13 SPEAKING TO OR PETITIONING THE COMMITTEE

(Agenda No. 3)

The following requests to address the meeting had been agreed:

Item 4, Service & Resource Planning 2014/15 – 2017/18

Children, Education & Families

Children's Centres Mr Greg White, Children's Centres (Butterfly Meadow)

Chief Executive's Office

Pegasus Theatre, Mr Jonathan Lloyd, Artistic Director/CEO, Pegasus Theatre), Maria Molinari, Trustee, Morgan Lee, Trustee,

Community and Village Grants, Linda Watson, CEO of Oxfordshire Rural Community Council

Cuts to Refugee Resource, Dr Antony Kingsley

23/13 SERVICE AND RESOURCE PLANNING 2014/15-2017/18

(Agenda No. 4)

The Chairman noted that the consideration this afternoon was within the context of the overall presentation received from the Chief Finance Officer during the morning meeting.

Children, Education & Families

Mr Greg White, as a father and user of a Children's Centre, spoke in support of the Children's Centre highlighting the vital support and advice they provide. The Chairman noted that there were no cuts to children's budget and there was to be a cross party group looking at children's centres and early intervention services.

Jim Leivers, Director for Children's Services, Sarah Livedeas, Deputy Director Joint Commissioning Frances Craven Deputy Director Education & Early Intervention; Lucy Butler, Deputy Director, Children's Services & YOS and Councillor Melinda Tilley came to the table.

During detailed consideration the following key points were raised:

- 1) Members welcomed that Children's Centres were being protected. Jim Leivers, responding to a query as to how the savings would be achieved without closing Children's Centres, referred to the timing of the saving of £3m and the role of the review of children's centre, early intervention service and children's social service over the next few years.
- 2) Responding to a query about respite care Lucy Butler replied that the Council was committed to maintaining respite and she did not see a reduction in provision or numbers.
- 3) There was discussion concerning how closer cooperation with partner agencies would be achieved. The importance of integrating services with partners was key to changing and enhancing the service provided whilst delivering the necessary savings.
- 4) There was some discussion on bringing children's placement back within Oxfordshire. Jim Leivers commented that there would still be some specialist placements outside Oxfordshire required. In response to comments about challenges in previous children's home projects, Jim Leivers commented that a new Children's Home was always a challenge. The Council would be transparent in whatever it did. He stressed the importance of good community relations.
- 5) There was discussion of the role of schools in referrals and how this would work with the Multi Agency Safeguarding Hub (MASH). Jim Leivers commented that there were 60% of referrals from schools. A small number become active cases. If we got better links & arrangements the need for formal referrals may reduce. Work will commence in early New Year. He gave an assurance that there would be a report back regularly to either Cabinet or this Committee.
- 6) During further discussion on safeguarding the Chairman noted that there can be different expectations around the referral process. Integration work should give some common purpose and understanding. However, she hoped for flexibility in the ceiling for referrals. It was about making it work at grass root and she asked whether there was a vision around that. Jim Leivers replied that it was an ambition he would own with her. Asked if he was trying to work towards that, Jim replied that we will work to ensure that in everything we do it is for the protection, nurturing and care of children in the County. The Committee was advised that there would be a seminar for members early in the New Year about how we do that. Councillor Tilley welcomed the involvement of all Councillors as corporate parents.

- 7) Responding to a query about the Directorate commitment to localisation. Jim Leivers replied that the Directorate worked across a range of localities and were deeply embedded in local communities. He refuted that there was a centralising tendency. He accepted that they did not have open access youth work.
- 8) A member received assurance that the planning for transitioning care began at 14 years old. Work was on-going with partners to enhance the experience.

The Chairman recommended and it was AGREED to note the proposals and to ask for consideration by Cabinet of the following key issues:

- In general, the committee raised concern to maintain locality focus through any change process.
- The committee also wanted to ensure that there was no reduction in service despite the proposed savings in relation to respite care.
- The committee supported the plans to increase looked after placements within Oxfordshire and the plans for a multi-agency safeguarding hub. However, they wanted to ensure that any work falling out of the service review supported safeguarding work.
- The committee were keen to agree with Cabinet appropriate progress monitoring processes regarding the integration of children's services.
- Overall the committee were keen to see that the proposals for integrated work with partners delivered the expected savings.

At 2.36 pm there was a short adjournment with the Committee reconvening at 2.47 pm.

Chief Executive's Office

The Director of Pegasus Theatre spoke about the proposal to reduce by 2/3 the grant to the Theatre and asked that given the already significant decrease the cut be reduced to 1/3. Any more would impact on their capacity to provide services. He referred to a current petition on the Council's website of some 1117 signatures. In addition 2 trustees spoke of their experience of the assistance provided by the Theatre. The importance of the grant in attracting other funding was also highlighted. Asked if the fact that the cuts were spread was helpful Mr Lloyd said that it was but that the capacity to absorb further cuts was being reached. Any cut over a 1/3 over two years would affect the services they were able to offer.

Linda Watson, ORCC spoke in support of the continuation of the community and village hall grants outlining how their work contributed to County Council priorities and the breadth of the services offered. Responding to questions Linda Watson acknowledged that some funding came from Parish and District Councils but emphasised the importance of the County Council funding.

Dr Kingsley, Refugee Resource, stated that their clients were amongst the most marginalised and impoverished people and they provided them with specialist services. The cuts would result in the Oxfordshire losing match funding for 2014/15 and the hard to reach client group making a greater call on mainstream services. The cuts would have a differential impact on this group. He recognised the financial

difficulties of the Council but asked that if the cut was inevitable that it be tapered over 2 years to allow for self-sufficiency by 2017/18.

Joanna Simons, Chief Executive and Peter Clark, Head of Law & Culture came to the table.

Responding to the above points Joanna Simons indicated that they had tried to limit the reductions and to give time and space to allow organisations such as Pegasus Theatre to discuss and plan their future. Responding to the comments from Dr Kingsley she added that they would phase the savings concerning Refugee Resource over the period suggested by him. Councillor Lindsay-Gale, Cabinet Member for Community & Cultural Services commented that the proposals had not been an easy decision. She regretted the impact on voluntary organisations but had managed to protect library services and and the youth and museums services.

Following detailed consideration the Chairman recommended and it was AGREED to note the proposals and to ask for consideration by Cabinet of the following key points:

- The committee supported the Chief Executive's response to the speaker from Refugee Resource and endorsed the proposal to taper funding to the organisation to protect their ability to secure Big Lottery and Comic Relief match funding.
- In relation to all proposals to reduce grant funding the committee were keen to ensure that time was made available, through a phased reduction, to give organisations effected, time to consider alternative funding sources or commissioning work.
- The committee noted that village halls and community centres will still be able to seek grant funding from Parish Councils, District Councils and other funding sources.
- The committee also noted that recent success in gaining national funding for military bases replaces any proposed reductions in local authority funding.

Oxfordshire Fire & Rescue Service

David Etheridge, Chief Fire Officer, Nathan Travis, Deputy Chief Fire Officer, Richard Webb, Trading Services & Community Safety Manager and Councillor Louise Chapman, Cabinet Member for Policy Co-ordination came to the table.

Following detailed consideration during which the Committee generally congratulated the Chief Fire Officer and his Team for the exemplary service provided the Chairman recommended and it was AGREED to note the proposals and to ask for consideration by Cabinet of the following key points:

- The committee wished to note that proposals to changes to the way in which the fire service is delivered are based on successful operations elsewhere in the county and the timing is governed by national requirements for consultation.
- Community safety funding proposals reflect the fact that this area is now funded by the Police Crime Commissioner (PCC). The committee wished to explore the

possibility of this funding continuing to be routed via the upper tier local authority to reflect the work of the community safety units and broader partnership.

Public Health

Jonathan McWilliam, Director for Public Health, Val Messenger, Deputy Director for Public Health and Councillor Hilary Hibbert-Biles, Cabinet Member for Public Health & the Voluntary Sector came to the table.

During detailed consideration of the proposals there was discussion of the impact of the inherited NHS contracts on the timing and level of savings to be made.

Following detailed consideration the Chairman recommended and it was AGREED to note the proposals and to ask for consideration by Cabinet of the following key points:

- The committee welcomed the fact that contracts were being revisited to seek efficiencies and noted that the phased 10% savings were intended to ensure that efficiencies could be identified without cutting front line service delivery.
- The committee also wanted to ensure that the opportunity to improve the alignment of public health services and council services to support local communities was fully explored.

Overall comments

Following further discussion the Chairman proposed and it was AGREED that Cabinet be advised of a following further points that related to the budget process overall

- The committee wanted to note that the current proposals are in response to a restrictive financial settlement from central government, which means that further change is being proposed in areas of work where services are already stretched and recognised that this was a difficult situation for all.
- The committee wished to be involved in monitoring the progress and performance of big change programmes, in partnership with Cabinet.
- The committee further acknowledged the risks of change and the need to monitor the mitigation and ensure that action plans are implemented.
- The committee also queried how the Council is assured about the application of effective change management during the implementation of proposals.
- The Committee drew attention to Annex 5 containing councillors’ comments as a result of the briefings for Councillors.

..... in the Chair

Date of signing 2014

PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 9 January 2014 commencing at 10.00 am and finishing at 12.55 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair

Councillor Neil Fawcett (Deputy Chairman)
Councillor Lynda Atkins
Councillor John Christie
Councillor Sam Coates
Councillor Yvonne Constance
Councillor Mark Gray
Councillor Jenny Hannaby
Councillor Sandy Lovatt
Councillor Charles Mathew (In place of Councillor Richard Langridge)
Councillor Lawrie Stratford

Other Members in Attendance: Councillor David Nimmo Smith (for Agenda Item 6)

Officers:

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

Part of meeting

Agenda Item

5

Officer Attending

Maggie Scott, Head of Policy; John Jackson, Director for Community & Social Services; Jim Leivers, Director for Children's Services; Frances Craven, Deputy Director, Education & Early Intervention; Lucy Butler, Deputy Director Children's Social Care & YOS; David Etheridge, Chief Fire Officer; Val Messenger, Deputy Director of Public Health; Sue Scane, Interim Director for Environment & Economy; Martin Tugwell, Deputy Director Strategy & Infrastructure Planning; Mark Kemp, Deputy Director, Commercial.

The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and agreed as set out below. Copies of the agenda and reports are attached to the signed Minutes.

1/14 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Langridge (Councillor Charles Mathew substituting).

2/14 MINUTES

(Agenda No. 3)

The Minutes of the meeting held on 26 September 2013 were agreed and signed by the Chairman.

The Committee noted that the draft minutes of the meeting held on 16 December 2014 would be made available on the website and submitted for approval to the next meeting.

3/14 BUSINESS MANAGEMENT MONITORING REPORT FOR THE SECOND QUARTER 2013/14

(Agenda No. 5)

The Committee had before them a paper outlining the Council's performance for the second quarter of 2013/14.

John Jackson, Director for Social & Community Services, attended during consideration of Adult Services. Responding to a question John Jackson explained how priorities were set against the 21 indicators and the importance of the Joint Strategic Needs Assessment in setting priorities.

There followed discussion on the figures relating to delayed discharges contract home care and pick/up reablement. John Jackson offered to come back to the next meeting to discuss further contract home care and reablement services.

Jim Leivers, Director for Children's Services and Frances Craven, Deputy Director Education & Early Intervention and Lucy Butler introduced the report in relation to Children, Education & Families commenting in particular on the underfunding in a number of key areas that meant that targets had to be prioritised.

David Etheridge attended for the Fire & Rescue Service and commented in particular on the assistance provided during the recent flooding. Members discussed on-going problems related to infrastructure such as at pumping stations and considered whether there was any potential to charge utilities for recurring problems.

Val Messenger, attended for Public Health and in response to a query about health checks advised that the relevant age group received a letter and then at least one follow up letter if they did not attend for health checks. There was some discussion about whether Public Health could be more proactive and Val Messenger acknowledged that more could be done to educate people about the importance of health checks and indicated that a big event was planned for the Kassam Stadium in early April. The numbers were monitored by the Health Improvement Board.

Sue Scane, Interim Director for Environment & Economy; Martin Tugwell, Deputy Director Strategy & Infrastructure Planning; Mark Kemp, Deputy Director, Commercial introduced the report in relation to Environment & Economy. Martin Tugwell referred to the continued increase in the number of planning applications and the 50% increase in consultations on the previous year. Added to this the consultations were themselves larger and more complex. Section 106 work was important but there was real pressure on staff where numbers had remained the same. This was evident in quarter 2, where with even one person off sick performance is affected. Additional staff had been recruited as cover but coming in did not have the experience or local knowledge of permanent staff. Members discussed what could be done to improve the situation and Sue Scane explained that it was not possible to use S106 monies to support the process and therefore draw more funding in.

Following in depth discussion with Directors about the current performance the Committee noted that, across all three Directorates, resources are stretched due to an increase in demand, which is not mirrored by funding streams, and is threatening the future performance of the Council. The committee agreed to highlight this concern to Cabinet.

4/14 THE HIGHWAYS CONTRACT WITH ATKINS / SKANSKA
(Agenda No. 6)

Deputy Director, Commercial Mark Kemp presented a report on the performance of the Highways Service Contract. The report explained the history of the contract and identified areas of good performance and areas for improvement.

Sue Scane, Interim Director for Environment & Economy, Councillor David Nimmo Smith, Cabinet member for Environment and Jim Daughton, Service Manager – Delivery attended for this item.

Responding to questions Mark Kemp confirmed that there were operational performance indicators around bridges and drainage.

Members generally welcomed the report recognising the progress made and the work still required. In particular they noted the organisational problems and the importance of recruiting the right sub-contractors; they also considered the importance of getting the level of monitoring correct and the importance of clear communications. Asked about alternative approaches to maintenance Mark Kemp referred to the work of the Transport Advisory Panel which was looking at this.

The Performance Scrutiny Committee noted the performance of Atkins in delivering the first three years of the highways contract and noted that the assignment of the contract to Skanska will give added impetus to making improvements moving forward. The Committee looked forward to receiving a further progress report in due course.

5/14 SERVICE AND RESOURCE PLANNING 2013/14

(Agenda No. 7)

The Committee at its meeting on 16 December 2013 considered a report on the directorate business strategies for 2014/15 – 2017/18 and draft budget proposals to address shortfalls in funding and other emerging pressures over the medium term. Lorna Baxter, Deputy Chief Finance Officer, together with Sue Scane, Interim Director for Environment & Economy. Mark Kemp, Deputy Director, Commercial and Martin Tugwell, Deputy Director, Strategy & Infrastructure Planning, presented a report that set out the other elements relevant to the Service & Resource Planning process; the capital programme proposals for 2014/15 – 2017/18, updated asset management plans and a draft treasury management strategy.

During discussion Members considered the role of role as the County Council “honest broker” with regard to drainage and the balance of clearing work between the Environment Agency and local farmers. There was reference to a previous Scrutiny Flood review. They also looked at local issues and how that fed into the Transport Asset Management Plan. The Committee was advised that work was on-going to update area strategies. They noted that the Council had still not received information on its final capital allocation.

Following consideration the Committee noted the report and confirmed that they had no specific comments to refer to Cabinet.

..... in the Chair

Date of signing 2014

Division(s): All

PERFORMANCE SCRUTINY COMMITTEE – 13 MARCH 2014

**OXFORDSHIRE COUNTY COUNCIL CORPORATE PLAN 2014/15-
2017/18
AND
CORPORATE PERFORMANCE INDICATORS 2014/15**

Report by the Head of Policy

Introduction

1. This report and its Annexes provide the Performance Scrutiny Committee with a draft of the Corporate Plan for 2014/5-2017/18 (Annex 1) and the proposed indicators of Corporate Performance for 2014/15 (Annex 2).

Corporate Plan

2. As part of a range of documents which set out objectives and activities ahead, Oxfordshire County Council produces a Corporate Plan (Annex 1), covering a four-year period, and refreshed on an annual basis. It is a useful tool for highlighting key current priorities and direction of travel.
3. The new edition of the Plan represents a factual update and a refreshed statement of the Leader and council's priorities.
4. Section 11 (Values) is under revision. The updated information will be included in the Plan when it is considered by the Council on 1 April 2014.
5. The Corporate Plan will be published on the Oxfordshire County Council website and on the intranet once it has been approved by Council. A small number of copies will be printed and sent to key stakeholders, including one copy for each library.

Corporate Performance Indicators

6. Measures of performance against our corporate priorities are identified on an annual basis and are monitored quarterly by the Performance Scrutiny Committee and Cabinet.
7. The proposed Corporate Performance Indicators for 2014/15 (Annex 2) have been developed by directorates to support the new Corporate Plan. They have been developed on the basis of the following principles,
 - a. Measures should reflect priorities in the Corporate Plan;
 - b. The number of measures should be streamlined to enable focus on the key strategic priorities;

- c. Avoid duplication of focus between scrutiny committees.
- 8. Each Directorate will be presenting their proposed indicators to Performance Scrutiny at this meeting, alongside their Q3 performance reports.
- 9. There remains the flexibility to adjust Performance Indicators through the year as new priorities or performance concerns arise.
- 10. Performance Scrutiny will continue to receive the full dashboards quarterly but it is proposed that more opportunities are created for the committee to have specific in-depth discussion with directorates about performance on key areas of concern.

RECOMMENDATIONS

- 11. **The Performance Scrutiny Committee is RECOMMENDED to:**
 - (a) **approve the proposed Corporate Performance Indicators for 2014/15, and;**
 - (b) **comment on the draft Corporate Plan before it is taken to Cabinet on the 18 March and Council on 01 April 2014.**

MAGGIE SCOTT

Head of Policy

Background papers: Nil

Contact Officers: Alison Yates, Senior Policy Officer, 01865 815214
Eira Hale, Senior Policy Officer, 01865 323969

March 2014

A Thriving Oxfordshire

*Oxfordshire County Council
Corporate Plan 2014/15-2017/18*

Contents

- 1. Leader's Foreword**
- 2. About this Plan; Measuring Progress**
- 3. Our County**
- 4. About Oxfordshire County Council; The Strategic Role of the County Council**
- 5. Our Vision for a Thriving Oxfordshire**
- 6. The Financial Challenge**
- 7. The County Council's role in a Thriving Oxfordshire – Community Leadership and Partnership**
- 8. A Thriving Economy**
- 9. Thriving People and Communities**
- 10. A Safety Net**
- 11. Our Values; Equalities**
- 12. The Finances**
- 13. Further information**

1. Leader's Foreword

In this, the first corporate plan since the 2013 local elections, Oxfordshire County Council set out how we are planning to respond to the tremendous challenges which face our council - primarily our growing population, and our falling budgets.

I hope though, too, that a message of optimism about Oxfordshire - its individuals, families, charities, businesses, and the communities they make up, shines through as well. Oxfordshire is a great place to live and work for the vast majority of our people, and a huge contributor to the national economy.

Nonetheless, these are tough times for many of us, and I recognise that we are shouldering at least our fair share of the burden of getting the national deficit down. Staff and councillors have risen to this challenge, and we have already delivered savings on a scale hard to imagine at the start of this journey.

While flattered by government's well-placed confidence in us to deliver, I recognise the hard choices this implies, and the justifiable unhappiness we have heard loud and clear about some of the cuts we have needed to make in our recent budget. People have every right to protest, but as I have said throughout this process, our savings target is fixed. If we shy away from some cuts, we have to find others to replace them.

I am certain that our self-reliant communities, our thriving voluntary sector, and our innovative and growing private sector mean it will be possible for the state to do less, and individuals to do more - but I am committed to the Council managing this in a fair and equitable way across the county and across our communities, and in protecting our provision for the most vulnerable whenever possible.

We also have a key strategic role in supporting the private sector growth which generates the jobs people need to live independent lives, and shaping the education which enables local people to take up those opportunities. With the City Deal this year, and the Strategic Economic Plan in gestation, we will not be losing sight of this agenda, and the need for us to speak up for Oxfordshire on the national stage, particularly important as we approach the next general election.

Even after all these savings, we will remain a large organisation, delivering 80% of local government services to over 600,000 people, and we have a leading strategic role to play. Even if we were reduced to providing only the services we are required to provide by law, we would still be spending hundreds of millions of pounds a year.

To maximise value for taxpayers, we need to be as smart in our spending as possible - in our co-operation with public sector partners, business, and the voluntary sector, and in our use of property, sharing buildings, enabling people to work on the move, and reducing those costs.

I can't promise when these tough times will end. I can promise an open and responsible approach to find a way through them, in partnership, and drawing on all of Oxfordshire's many strengths to get the best outcome possible.

DRAFT

2. About this Plan

The county council produces a Corporate Plan every year. The Plan is where we set out our strategic priorities for the next four years. It drives the work of all our services and feeds into each directorate's business strategy.

This Plan sits under the long-term plan for the county, as set out in the Sustainable Community Strategy called 'Oxfordshire 2030'.

The Corporate Plan is described as a 'golden thread' that links our very high level, long term, strategy with our day-to-day working priorities.

Figure 1: The Golden Thread



3.

Measuring Progress

A series of performance indicators are used to assess our performance in delivering our priorities. These are monitored on a quarterly basis by the council's Performance Scrutiny Committee and Cabinet, and the reports are published on our website. [url]

DRAFT

3. Our County

Oxfordshire is a diverse and dynamic county, home to 661,000 people and over 30,000 businesses. The county has a competitive economy, where the unemployment rate is one of the lowest in the country, and the number of young people unemployed has returned to pre-recession levels. In total, Oxfordshire's economy contributes £15.5 billion a year to the national economy.

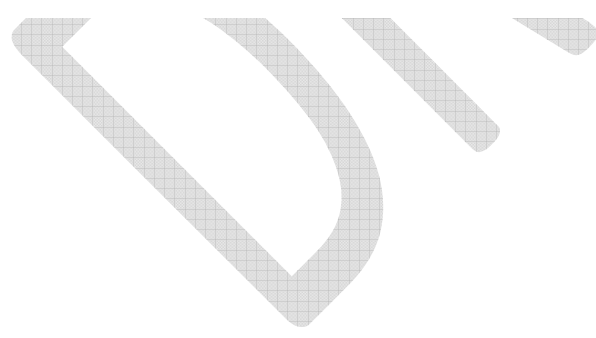
The vibrancy of Oxfordshire's economy is inextricably linked to the activities of its two universities, its teaching hospital and research trust - which is one of the largest in the UK - and the concentration of science and research activity in the south of the county. Oxfordshire's bio-technology sector has grown 14% since 2008, while the space technology cluster located at Harwell is growing rapidly and includes the European Space Agency and the International Space Innovation Centre. Along with the neighbouring counties of Berkshire and Buckinghamshire, Oxfordshire forms part of one of the highest concentrations of high-tech employment in Europe. In addition, we are home to globally recognised, prestigious, brands such as BMW Mini and Oxford University Press.

Oxfordshire is the second most rural county in the south-east of England and three Areas of Outstanding Natural Beauty (AONBs) fall within its borders. Thanks to this natural beauty, along with its rich cultural and historic heritage, the county attracts over 26 million visitors every year. The total value of tourism in 2011 was estimated at £1.7 billion, and the industry supports around 30,000 jobs. Oxfordshire has a strong strategic location, in the heart of England, and its transport links mean many people who make their homes here enjoy a good quality of life, while having the opportunity to commute to employment opportunities both inside and outside the county. Many highly-qualified young people move here to study and work, and we also have a significant military population, including the largest station of the Royal Air Force, Brize Norton, in our county.

Notwithstanding our overall prosperity, the county faces some important challenges. Oxfordshire has a growing and changing population – more people, and more older people, particularly in rural areas. The county has pockets of significant deprivation, with eighteen local areas in the county amongst the 20% most deprived in England. Rural isolation also affects the lives of many people living outside our major towns and city. Oxfordshire is also one of the most expensive places to live in the country, and house prices in Oxford City are the second highest in the country outside of London.

Crucial to meeting some of these challenges, Oxfordshire is home to strong civic activism. While best known as the home of Oxfam, our county also has 3,800 other voluntary and community organisations.

If you would like to know more about the make-up of the county, visit the Oxfordshire Insight website: insight.oxfordshire.gov.uk



4. About Oxfordshire County Council

Oxfordshire County Council is made up of 63 councillors who were elected by Oxfordshire residents in May 2013. The council is controlled by the Conservative Independent Alliance and its decision-making body - the Cabinet – has 10 councillors.

The day-to-day management and operations of the council are carried out by the County Council Management Team, which consists of the Chief Executive and directors who, between them, manage the delivery of public services provided by the council.

In 2012/13 we:

- filled 34,000 potholes
- assessed the care needs of 11,000 vulnerable people
- allocated 12,000 primary and secondary school places
- investigated 3,200 trading standards complaints
- served 2,000,000 school meals
- received 12,000 emergency calls to our Fire and Rescue Service
- safely disposed 300,000 tonnes of municipal waste, including 53,000 tonnes passing through recycling centres
- registered 17,500 births, deaths, marriages and civil partnerships

and much more...

The Strategic Role of Oxfordshire County Council

In 2013/14 Oxfordshire County Council's gross expenditure was £895.7m.

49% of our funding is from council tax. Central government grants make up another 26% and the remainder is a combination of income we raise from charging for services and our share of local business rates.

With this money the county council provides 80% of local government services in Oxfordshire. We work closely with many local partners, including Oxford City Council and the four Oxfordshire district councils, but as the 'Upper Tier' authority our budget is more than double all of Oxfordshire's district and city councils combined. The city council and district councils are responsible for local planning and housing services, but otherwise the county council delivers most of the services for Oxfordshire residents.

Our key strategic responsibilities are:

| | | |
|----------------------------|---|-------------------------|
| Children's Social Services | Social Care for Adults and Older People | Highways and Transport |
| Thriving Families | Fire and Rescue Service | Infrastructure Planning |
| Education Services | Emergency Planning | Waste Management |
| Public Health | Trading Standards | Customer Services |

Respective statutory responsibilities of the county council and our city and district partners mean that there is substantial crossover in our work.

For example:

- It is widely acknowledged that Oxfordshire's economy is constrained by a lack of housing supply. Decisions about the numbers and locations of new housing rest with the city or district council and rely on the county council for provision of infrastructure.
- District councils are responsible for housing services. However if a vulnerable young person or family are made 'intentionally homeless' in some circumstances the county council has responsibility for providing housing support.

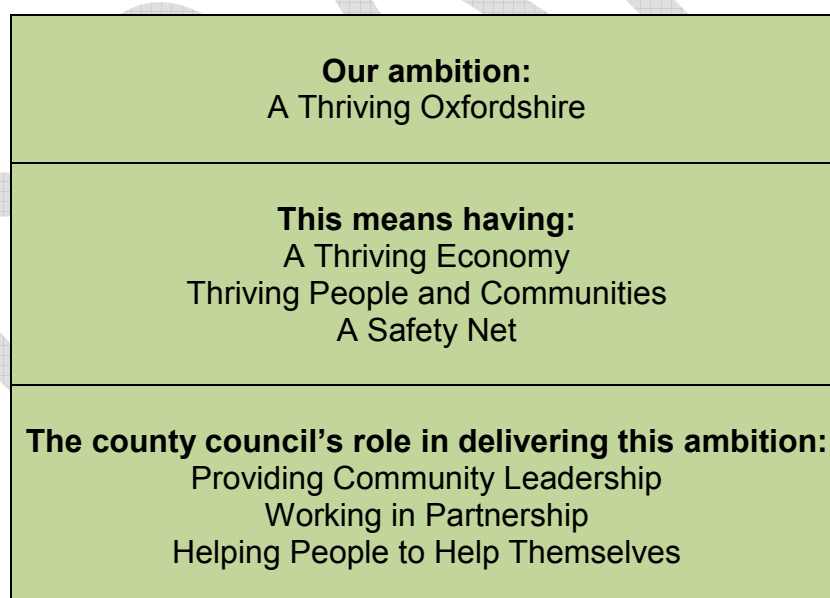
DRAFT

5. Our Vision for a Thriving Oxfordshire

Our ambition is for a county where local residents and businesses can flourish - a Thriving Oxfordshire. To us this means having:

- A Thriving Economy - with small businesses starting, existing small businesses growing, and large businesses choosing to locate here, creating good jobs for local people. A strong economy makes everything else possible.
- Thriving People and Communities - where residents are empowered to help themselves and can contribute to what happens locally, and where everyone can make informed decisions about their health and wellbeing.
- A Safety Net – where we support some of the county’s most vulnerable residents, focusing on those we have a duty to consider such as older people, disabled adults, and children, and we ensure they have easy access to the services and care to which they are entitled.

We will work to achieve these objectives by delivering essential core services and playing a key leadership role within the county to bring partners together to encourage the best possible outcomes for the residents of Oxfordshire. We will also, wherever appropriate, look first at how we can help people and communities to help themselves.



6. The Financial Challenge

In planning how to deliver this vision it is impossible to ignore the financial context in which we will be working over the next four years. Unprecedented reductions in funding for local government, coupled with increasing demand, present a huge challenge for Oxfordshire County Council.

We already know that between 2010 and 2018 the grant we receive from government will be cut by a total of 40%. This means that by 2018 our annual budget will have reduced by £260m compared with 2010. And there may be further cuts to come.

So far we have worked hard to deliver efficiencies which have contributed annual savings of £170million. But we are only two-thirds through our savings target - we still have a further £90m worth of annual savings to make. It is clear that these savings are not achievable through efficiencies alone and that cuts to services are now necessary.

We also need to adapt to a changing financial framework, as in many instances funding that in the past came direct to the council is now either distributed via other organisations, such as the Local Enterprise Partnership (LEP), or is being pooled with partners, such as the local health service. We must change our focus to ensure we have the skills to influence and work with these partners if we are to access the money we need to deliver key projects.

Money is not the only factor we need to consider in our planning. We must also take account of the changing needs of our local population: we need to plan for the growing number of older people; we need to manage a changing relationship with key public sector partners in health, education, and policing; and we need to respond to the changing demands placed upon us by national government. We must also work within the context that Oxfordshire is an expensive place to live and that house prices in Oxford City are the second highest in the country outside of London. This presents serious challenges, including a substantial barrier to recruiting essential staff, such as care workers.

Despite all this change, we remain a county with many strengths - our world class academic and research institutions, our areas of outstanding natural beauty, our strong heritage, and our proximity to key transport links, especially access to London. The council is determined to make the most of these strengths and will work closely with local and national partners to set the agenda and create the environment in which Oxfordshire can thrive.

Making Savings

The council has made major savings since 2010, including:

- reducing the workforce by 30%
- reducing the number of managers by 40%
- pay freezes and reduced terms and conditions for remaining staff
- reducing the cost of the pension scheme
- increasing productivity
- reducing the number of councillors
- reducing the number of offices we have
- making more services easier to use online
- sharing services with other councils
- outsourcing more services to the private or voluntary sector
- tighter contracts, getting better value for money
- reducing our spend on discretionary services
- using volunteers wherever possible to supplement our permanent staff, e.g. day services, libraries
- supporting the transfer of services to the voluntary sector e.g. youth services
- introducing charging for services that were previously free, e.g. Park and Ride

But there is still a lot more to do.

Talking Oxfordshire

In the autumn of 2013 the county council ran a county-wide consultation exercise called 'Talking Oxfordshire'. This aimed to inform residents about the level of additional savings the council would have to make in 2014/15 and asked them to put forward ideas and suggestions as to how we should deal with them. Nearly 1,000 residents attended public meetings, over 400 responded to the online consultation and 600 took part in a telephone survey –here is a selection of quotes that were submitted:

- *“Preventative services are required in order to reduce the eventual need for statutory services. Very short-sighted to cut preventative services.”*
- *“The principle that people should pay (at least something) for the services they get should be practised as much as possible. Provided there is support for those on low incomes then it is right that the user is the person charged for the service.”*
- *“People in rural communities always lose out because the towns & cities are always seen as more in need.”*
- *“I regard library services as essential but payment for them should be considered, with exemption for students and anyone on public benefit.”*
- *“The Council should be doing all it can to retain those services which vulnerable people require whether they are legally required services or not.”*
- *“I was shocked to find that most children’s centre sessions asked only a £1 donation. I would happily have paid a little more, perhaps £2.50 - £3?”*
- *“I think volunteering and opportunities to contribute are valuable. However, they often need to be enabled by a paid member of staff or service - without this coordination or expert input, volunteers are often unable to operate”*

Full findings from Talking Oxfordshire can be found here:

<http://www.oxfordshire.gov.uk/cms/content/talking-oxfordshire>

7. The County Council's role in a Thriving Oxfordshire – Community Leadership and Partnership

To both respond effectively to our significant financial challenges and meet our vision for a Thriving Oxfordshire we need to fundamentally rethink the role of the county council. The council will make the transition to being an organisation that:

- prioritises work we are required to do by legislation, regulation or policy, and;
- has a concentrated focus on providing a vital safety net for the most vulnerable people in our communities that we have a duty to support.

The council is actively refocusing its work, and is engaged in looking for new ways to deliver the most efficient services that provide the best outcomes for our residents. We have to be single-minded in ensuring that we use the resources we have to provide services that have the greatest impact.

We remain responsible for services that are essential to the county - supporting older people, protecting vulnerable children, and securing crucial strategic infrastructure, like roads and rail, that underpins the economy. However, wherever appropriate we will look first to:

- **Enable people and communities to help themselves** – the days when the county council could deliver all services to all people have gone. Responsibility and accountability needs to be shared throughout our communities for the county to thrive, so enabling people to become more empowered and proactive is crucial.
- **Commission and support partners** in the public, private and voluntary sectors to provide services – already, £400m of our revenue spend goes to partners to deliver services on our behalf. Our role is to ensure these arrangements have high levels of quality control and deliver the best value for money for the county. We will use our influence to encourage and facilitate a thriving market of suppliers and providers. We are paying particular attention to this in relation to social care where providers face serious challenges around recruiting and retaining care workers due to the high cost of living across the county, and particularly in Oxford City. We must also continue to build on the good relationships we have with our partners in order to deliver seamless services to residents in a way that makes sense to them and results in the best possible outcomes.
- **Take a community leadership role** – we remain extremely ambitious for the county, and we also recognise that many complex social, economic and environmental challenges can only be successfully addressed through collaboration with our partners and communities. When we are best placed to lead or co-ordinate work we will play a key role in linking up efforts, particularly where they deliver on our ambition for a Thriving Oxfordshire. We have a responsibility to provide strong and positive community leadership to encourage the best possible outcomes for our residents.

By sharpening our focus in this way we can ensure that the council remains resilient to the ongoing changes we face and that we work effectively to ensure those most in need have access to quality services. If we do this we will be best placed to ensure Oxfordshire is the Thriving County we want to see for all our residents.

We are already taking great strides towards meeting our ambition for a Thriving Oxfordshire. Examples of our work in the last year include:

- **The Oxfordshire Reading Campaign:** Working with schools, Oxford University Press, the National Literacy Trust, and local volunteers we delivered targeted support to improve reading skills for children aged 6 to 7 years in Year 2. The Campaign's annual report shows that in the first 10 months of the scheme, the average reading age of children taking part has shot up by 13.5 months.
- **The Oxford and Oxfordshire City Deal:** We worked alongside the Oxfordshire Local Enterprise Partnership, District Councils, Universities, and scientific research institutions to win a City Deal agreement from the government. This means that around £55.5 million of government funding can now be controlled locally to boost innovation and business growth, create jobs and help secure Oxfordshire's place as a world leader in technology, knowledge and expertise. Ultimately the deal is expected to be worth over £1.2 billion when private sector investment is taken into account. The plans we have developed with our partners include the delivery of improvements to the A40 and A34, as well as a real push to drive up skills to support the accelerated development of our high-tech business sector. This means more jobs for the county and more inward investment across the board.
- **Fire and Rescue Service and Community Safety:** We are working to safeguard our communities from fire risk through the provision of advice and enforcement of fire protection, risk reduction, intervention activities and provision of information to improve community safety. We also provide (directly or with partners) preventative programmes for children and young people at risk of offending. We manage and deliver the Junior Citizen Programme countywide as well as the Consumer Challenge Quiz for children with special needs.
- **Broadband for all in Oxfordshire:** Our £25 million programme - a partnership with BT, with government support - aims to ensure that at least 90 per cent of all premises across the county have access to superfast broadband by 2016. Through the same partnership with BT we are working with District Councils and individual communities on plans to extend coverage further into the remaining rural areas.
- **Working closely with the NHS:** Over £330m is currently committed to pooled budget arrangements to spend on service users of both the county council and the local Clinical Commissioning Group. This includes a significantly expanded pooled budget covering care for older people, and others to improve care and outcomes in physical disability, learning disability and mental health and wellbeing. We are developing integrated locality teams, and working towards a single point of access for health and social care. We are involved in the South East GP pilot that provides an Adult Social Care Link Worker in six GP practices to share information,

signpost and discuss appropriate care for high risk patients requiring both health and social care services. Both organisations are motivated to provide services that we would be happy for our own families to receive.

- **Public Health:** Following the return of public health responsibilities to local government in April 2013 we are working to integrate these services across our work, saving money in the long run through prevention and early intervention work, and helping our residents stay healthy.
- **Tackling Child Sexual Exploitation - The Kingfisher Unit:** This Unit is a joint social worker, police and health team focused on preventing, protecting and prosecuting cases of child sexual exploitation in Oxfordshire. The team provides a first response to concerns about exploitation and provides support to children, families and other professionals to reduce the risk to children through awareness raising, disruption activity and, where required, gathering evidence and achieving prosecutions. In 2013, over 12,000 Oxfordshire children saw the educational play 'Chelsea's Choice' to raise awareness of grooming and sexual exploitation.
- **Community Information Networks:** We have partnered with Age UK to create networks of local advisers across the county to improve the dissemination of information and advice about the range of social care and the support services available, and to support people to access them. The networks will roll out in 2014.
- **Thriving Families:** Our targeted approach continues to support troubled families – those with the most problems and who cause problems to the community around them - to make lifestyle changes and become thriving families. By July 2013 Oxfordshire had turned around 279 troubled families, the fourth highest rate in the country (out of 152 local authorities), and the approach will be extended to more families in 2014.
- **East-West Rail:** The county council provided a leadership role in achieving agreement amongst national and local partners to develop a new train route providing direct connection to London, Milton Keynes, Heathrow via Reading and all points east and west. Plans include a new 'Oxford Parkway' station at Water Eaton. The economic impact of the project is estimated to be £15m per year and is estimated to create up to 12,000 new private sector jobs.
- **Office Co-location:** The county council has been working with Vale of White Horse District Council to co-locate staff into the District offices at Abingdon. This arrangement will see property released to enable cost savings, and deliver better outcomes for staff and their clients. We have good working relationships with health, and staff are able to work from offices at the Clinical Commissioning Group and John Radcliffe Hospital. The Health and Wellbeing Resource Centres are used by health services and voluntary organisations to extend the use of the buildings and offer important support to service users. We will work closely with other public sector agencies to identify further opportunities for co-locating services as a way of improving the customer experience.

Oxfordshire County Council is responsible for 80% of local government services in the county.

A selection of our key partners





Safe roads, reliable journeys, informed travellers

DRAFT

8. A Thriving Economy

As the country returns to economic growth Oxfordshire is well placed to play a pivotal role in supporting the recovery - thanks to local businesses, our attractiveness as a location for investment, our skilled workforce, and our national and international transport links. A thriving economy is crucial to the wider success of the county.

The council has a key role to play in realising the potential of the county's economy but cannot drive economic development alone. Instead, we increasingly take a community leadership role to achieve these goals. For example, we are working with partners including the Universities, research institutions, City and District Councils and Local Enterprise Partnership to deliver the 'Oxford and Oxfordshire City Deal' – this is a deal we have made with government to enable us to set ambitious policies to promote local economic growth. Our aim with the Deal is to support high-tech and research industries in the county to grow into thriving businesses, and to attract similar companies to the county through providing improved road and rail links. The result will be high quality jobs and an opportunity to drive the improvement of skills of local people.

The county council continues to have a direct influence over some crucial areas. For example, we are the local 'Highways Authority' which means we must be consulted on planned infrastructure for all new developments and have a duty to maintain a safe highway network. Across the county we are responsible for approximately 3,000 miles of roads, 2,000 miles of footways, 2,900 bridges and structures and 59,600 street lights. We recognise this is an area of our business that has an immediate impact on everyone's day to day lives, and we are improving public access to information through initiatives such as the 'Fix My Street' web site – where the public can report road defects. We are also responsible for network management of traffic flows, and a central part of the City Deal is to take forward much needed improvement to the highways system – particularly on the congested A34 and A40.

We are also engaged in some exciting new developments on the railways, including the East-West Rail line, which will connect to London, Milton Keynes, Heathrow via Reading and all points east and west, and will include the development of a new Oxford station at Water Eaton. This type of work is core to our focus on supporting and enabling future growth.

We must be realistic in that we have significantly less money under our own control for such work, but we will make sure that wherever alternative pots of money are available – either from central government or other partners - we are able to access them so that we can deliver this essential work. For example, we are working to ensure we have an up-to-date 'Local Transport Plan' so that we have strategies in place early to secure sufficient financial contributions from developers to fund essential infrastructure. We are also a proactive partner in the development of the 'Strategic Economic Plan' which provides a basis for future Oxfordshire bids to the Local Growth Fund. From 2015 this Fund will be the primary source of Government

funding for capital investment in major structural maintenance and new highway schemes.

More broadly, our Cultural Services team attracts wedding business into Oxfordshire, provides citizenship ceremonies to welcome our new citizens, and contributes to cultural tourism. Our Trading Standards team enable local businesses and industry to successfully compete in the marketplace, ensure their business continuity, and minimise the likelihood and impact of regulatory challenge.

The proportion of Oxfordshire GCSE students achieving at least five A*- C grades including English and Maths is at its highest ever level, and there have been significant improvements in reading, writing and mathematics for seven and eleven year olds. There has also been an increase in the number of schools rated 'good' or 'outstanding' by OFSTED. This suggests the council's education strategy launched last year is already having a positive impact, although our performance has still not reached the aspirations the council, pupils, parents and schools hold, and performance varies significantly for some groups of children. 'A Strategy for Change – Improving Educational Outcomes in Oxfordshire' sets out a clear vision for Oxfordshire to be a dynamic and forward-looking place for education and learning, providing the best quality experiences for children and young people to grow up, learn, develop and achieve.

Our priorities for action in the next 12 months are:

- **Growth and Investment** – we will continue to support the Oxfordshire Local Enterprise Partnership and help deliver its priorities, including those of the Oxford and Oxfordshire City Deal and the Strategic Economic Plan. We will support our district colleagues to provide local housing for local people and work with them to ensure the right infrastructure plans are in place for areas of significant planned development, such as Bicester.
- **Skills** – we will continue to support the Oxfordshire Skills Board to implement the Oxfordshire Skills Strategy, which aims to increase the availability and take-up of apprenticeship training, and help stimulate further demand for apprenticeships in Science, Technology, Engineering and Maths subjects (known as 'STEM' subjects) in young people – it also seeks to up-skill people who have few or no formal qualifications. We will also work wherever we can to promote educational excellence for all children and young people and improve educational attainment in the county. Many of our schools – especially our secondary schools – are now academies, meaning they are independent from us, but we will continue to work hard to build positive relationships with our academy partners, including through the Oxfordshire Schools Forum. We still have a crucial leadership role in ensuring there is a diverse supply of strong schools for the county's children, and a key role in continuing to improve educational attainment in the county.
- **Infrastructure** – we will build upon the work associated with the City Deal to set out the infrastructure required to support economic growth in the longer term. We will develop this further to form the basis of our Growth Bid to Government for which we will seek funding to deliver. We will work with District and City councils to ensure that new development pays for the

infrastructure and services that are needed to support it. We will also work with the District and City councils to ensure these costs are reflected in proposals for the introduction of the Community Infrastructure Levy.

- **Transport** – we will work closely with our partners to deliver funded projects, including significant improvements to Oxfordshire's road and rail infrastructure, such as Milton Interchange, Chilton Interchange, the first phase of Oxford Science Transit and phase 1 of East-West Rail. We will continue our work to update our Local Transport Plan – which sets out the long-term strategy for Oxfordshire. We will continue to respond to proposals associated with the development of HS2 to ensure local interests are protected. We will continue to work hard to maintain the county's roads – we fix tens of thousands of potholes a year - while keeping a close eye on value for money and quality of delivery.
- **Broadband** – we will deliver high speed broadband for at least 90% of Oxfordshire premises by 2016, in partnership with BT. We will work with district council partners to help those not yet covered to identify local solutions.
- **Rationalisation** – we will continue the work of rationalising the county council's property portfolio to release funds to use for direct service delivery. We will continue to make fundamental changes to our back office services and increase the flexibility of our workforce to ensure we work as efficiently as possible. Across the organisation we are focussed on ensuring that our contracts with partners deliver value for money and positive outcomes for council tax payers.

The council maintains almost 3,000 miles of road. We filled 34,000 potholes in 2012/13 and there was a 70% increase in the number of road defects reported from the same period last year. The average cost of filling a pot hole is £60.

9. Thriving People and Communities

According to most of our residents, Oxfordshire is a good place to live. People are generally affluent and healthy, the sense of community is strong, and people feel safe in their local areas. The county council is focussed on maintaining this.

We do however have areas of acute isolation and pockets of deprivation in the county - both urban and rural – and will continue to tailor our work to meet the unique needs of these areas, working through our locality-focussed teams. More broadly, we will continue to play a key role in supporting and building resilient communities by working closely with our partners where appropriate, such as the military community and town and parish councils.

We want to play a positive role in giving all local children the best start in life – building further on our relationships with schools and academies and working with all partners, including the health service, to ensure we all have high expectations for our children’s educational attainment and future prospects.

For older people we are placing great energy into developing approaches that, wherever possible, keep people well and help them to live at home and remain active in their local communities for as long as possible. We want to continue to increase personalisation in the services we provide – increasing the numbers of people who have Self Directed Support and who receive a Direct Payment so that they have more control and choice over the care they receive. We also have a focus on waiting lists, aiming to reduce the amount of time people have to wait for an assessment or a care package. We will concentrate on joint working with colleagues in the NHS – as well as closer working between our own service teams - to drive efficiency, and join-up care for service users. Delayed Transfers of Care (sometimes called ‘bed blocking’) remains a key area of concern and focus, and the only way to tackle such a challenge is through positive coordinated working between agencies.

We want to avoid, reduce and delay the need for more complex care or admission to a care home – as well as close working relationships with the NHS, our work with district council colleagues to establish more Extra Care Housing developments is a good example of this. We will continue to invest in equipment and assistive technology and we will invest in reablement – this means helping people to maintain or regain their independence by learning or relearning the skills necessary for daily living. We are also working to ensure that as many carers as possible are known and supported by us, as their role is essential in achieving our goal of seeing more people live as independently as possible in their own homes. Our Supported Transport Programme will see us working closely with bus operators and other transport providers to adapt how we support the transport needs of the communities of Oxfordshire. Underpinning all of this is our wider work to ensure that there is accessible and useful information and advice for all of our service users so that they are able to make the care choices that are right for them.

In addition, our public health work continues to pioneer prevention and early intervention approaches which maximise local people’s healthy lifespan – whatever their age – through, for example, supporting them in making healthy lifestyle choices

and keeping safe from diseases. This increases residents' likelihood of living longer without the need to rely on the health service or social services.

We are the Minerals and Waste Local Planning Authority, so play a key role in ensuring household waste is disposed of efficiently and that recycling is maximised. Next year our Energy from Waste facility, which will generate enough electricity for 38,000 homes, will be in operation. We will also continue to ensure the countryside is accessible to all and that our responses to emergencies, such as flooding, remain robust and effective. Our Fire and Rescue Service has a proven track record of engaging with the community to further the message of fire prevention and will continue to have a crucial role in promoting community cohesion, while our Cultural Services team contribute to creative educational programmes and help to connect communities to their heritage.

Our priorities for action in the next 12 months are:

- **Housing options for older people** – the county council has worked closely with housing associations and district councils to push forward ambitious plans to develop more appropriate housing options for older people. This includes Extra Care Housing schemes which provide tailored support to allow people with care needs to live independently.
- **Community Information Networks** – we are investing in community networks to support people to stay in their communities for as long as possible by helping them access the information, advice and local services they need to make informed choices about how best to meet their needs.
- **Libraries** – our library service provides access to books, information and knowledge to support the recreational, cultural and educational needs of those who live, work, and study in Oxfordshire. In the coming year we will be supporting the development of Community Libraries and enabling community and stakeholder involvement in the delivery of library services across the county.
- **Joint working and pooled funding** – we will relentlessly seek to improve and maintain standards of services and care, working in partnership with the NHS and providers, from across the public, voluntary and private sectors, to ensure people receiving care continue to be treated with dignity and respect. We have in place agreements to jointly manage over £300m worth of funding every year with the NHS which means better value for money for tax payers and more streamlined services for those who need them.
- **Public Health** – the council will work with the Oxfordshire Clinical Commissioning Group and other partners to ensure effective commissioning arrangements are in place to improve health and social care outcomes for all Oxfordshire residents while ensuring that our contracts with partners deliver value for money. We will also address health inequalities and prioritise areas of local need. The Director of Public Health's most recent annual report highlights the six main long term challenges to long term health in Oxfordshire as: an ageing population; breaking the cycle of disadvantage; mental health and wellbeing; obesity; excessive alcohol consumption; fighting killer infections. Particular emphasis is given to health in rural areas, loneliness as a health issue and the increase in residents from minority ethnic groups.

- **Preparing for Emergency** - our Fire and Rescue Service continues its crucial work to prevent fire, plan for the risk of major events such as flooding, and respond to serious road accidents. Their strategy to work jointly with other counties and other emergency services will continue, as will the council's provision of valuable regulatory services, including Trading Standards.
- **Military Covenant** – the council will continue to work in partnership with the armed forces locally to ensure our services reflect the Covenant principles so that members of the armed forces and their families do not face disadvantage. The council will support groups that apply to the MOD community covenant grant scheme for funding to run projects which encourage local communities to integrate with the armed forces community in their area.
- **Minerals and Waste** – as the Minerals and Waste Local Planning Authority we will develop and consult on a new Minerals and Waste Local Plan before submitting it for independent examination. The new Local Plan will provide the framework within which new proposals are considered. The opening of Ardley Energy from Waste facility will reduce the amount of residual waste going to landfill and provide the capacity to generate enough electricity for up to 38,000 homes.
- **Natural Environment** – we will continue to work with our partners to promote our natural environment, both as a resource for recreation and leisure activities and as a place in which our rural economy can prosper. We will work with our partners to that our response to extreme weather events – such as flooding – is robust and effective.
- **Customer Services** – our Customer Services Centre will complete its move into County Hall, bringing it closer to the centre of service delivery and helping maintain its focus on delivering solutions to customer queries.

Oxfordshire's population has grown by almost 50,000 in 10 years and is still growing.

We expect a 16% increase in the primary school populations (4-11 year olds) from 2011/12 to 2016/17. Over the next five years we expect the county will need nine additional primary schools and three additional secondary schools.

The county has an excellent recycling record, with 60% of the 300,000 tonnes of waste produced per year either composted or recycled. However this means that 40% of waste is sent to landfill. The council is taxed on waste that is sent to landfill and in 2014/15 we will have to pay £80 per tonne.

10.A Safety Net

Despite our relative affluence we do have pockets of both rural and urban disadvantage within the county, and demands on both our adult and children's social care services continue to increase significantly. As a council we are determined to face these challenges by concentrating our work on supporting these most vulnerable of Oxfordshire's residents – groups for which we have a duty to provide support - and ensuring they have real control over getting the care to which they are entitled.

We are focussed on embedding multi-agency working across the county in order to best protect our most vulnerable children and provide targeted support to their parents. We are committed to providing early help in order to avoid problems escalating and family needs becoming more complex. Our early intervention service remains pivotal to our targeted prevention approach. As an example of our joint working, the Fire and Rescue Service works with the early intervention hubs to mentor young people who are otherwise lacking positive influences. For our cohort of children in care we also want to start delivering our ambitious plans to ensure they are placed within the county's borders, whenever appropriate.

Children's social care will continue to focus on protecting children at risk of harm or neglect and tackling, as well as preventing, cases of child sexual exploitation. We have made considerable investments in frontline children's social care services to ensure we have sufficient capacity to maintain high standards and ensure children and young people are appropriately safeguarded. A joint resource, the Kingfisher team, has been established specifically to focus on child sexual exploitation. It is a demonstration of our commitment, and we will continue working with the police and health – as well as other key partners such as Oxfordshire's district councils and its voluntary sector – to extend the reach of this team.

We have a critical safeguarding role for all vulnerable adults, ensuring that people live their lives free from abuse and taking action to protect people where necessary. We will continue to provide information and support to individuals and their carers to ensure people can live a life free from abuse and the fear of abuse, and can have care and support which meets their needs.

There is already a lot of cross-working between teams to focus work on the most vulnerable. For example, Trading Standards support and protect those at greatest risk from doorstep crime, fraud and scams.

Our priorities for action in the next 12 months are:

- **Thriving Families programme** – this programme works with the most disadvantaged and challenged families to reduce worklessness, antisocial behaviour, crime and school exclusions and to increase school attendance. The key focus is on our most resource intensive and vulnerable families with the aim of reducing the numbers needing the type of support offered by social care. This continues to be a vital strand in the on-going work locally to narrow the gap in outcomes that exists across the county.

- **Breaking the Cycle** – we will continue to work to improve the quality of life in the most deprived areas of the county by: promoting better engagement in education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty.
- **Multi-agency children’s safeguarding** – we will continue to work in close partnership with the police, schools, health service and others to ensure that our vulnerable children and young people can live a life free from both abuse and the fear of abuse. This includes establishing a Multi-Agency Safeguarding Hub that will co-locate staff from across these agencies so they can work closely together to respond to the needs of vulnerable young people.
- **Corporate parenting** – we act as effective and caring ‘corporate parents’ for looked after children, with key roles in improving their educational attainment, providing stable and high quality placements and proper planning for when they leave care. However, children being looked after by the council are currently being placed too far away from home, in many cases out of the county. We will deliver our new placement strategy that has been developed to ensure these children can live closer to home, to make it easier to keep contact with relatives and for them to move back home as soon as it is appropriate to do so.
- **Adult safeguarding** – we will undertake a comprehensive review of existing processes and procedures in adult social care, with the aim of delivering better ways of working to pressures on staff, enable quicker responses and create more capacity to cope with increasing safeguarding alerts.
- **Early intervention** - we work with partners to understand local need and secure provision of services that promote prevention and early intervention, and offer early help to children, young people and families so that emerging problems are dealt with before they become more serious. We will continue to make better links between early intervention services and children’s social care to create a more cohesive all-round service that improves outcomes for children and young people. We will also be focusing on improving the experience of children and young people and their families from needing care and support to receiving it, and moving between services where necessary.

More children are entering care across the UK and like other councils Oxfordshire has seen more referrals into care following high profile cases. In 2012/13, 247 children came into the care of the council. The average cost of supporting a child in residential care is £175,000.

People are living longer, creating a greater need for social care. We also know that over the next 10 years the number of over 85s will rise by 38%. The average cost of a care home place for an older person per year is £27,000.

11. Our Values [These are currently under review and may be revised before Council.]

The council will continue to be guided by CHOICE, our six organisational values, in how we work with each other and with the people of Oxfordshire:

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

Equalities

We are committed to making Oxfordshire a fair and equal place in which to live, work and visit. We are meeting the requirements of the Equality Act 2010 via a five year Equality Policy which runs until 2017 and sets out the four key objectives that guide all of our work:

- Understanding the needs of individuals and communities
- Providing accessible, local and personalised services
- Supporting thriving and cohesive communities
- Promoting a culture of fairness in employment and service delivery

If we plan to make changes to a service we will continue to consult relevant people (residents, service users, providers, partners), and will undertake Service and Community Impact Assessments ('SCIAS') to consider whether vulnerable and other sections of our communities are unfairly disadvantaged by any changes.

12. The Finances

We have had to take some tough financial decisions in order to live within our means in the face of continued reductions in central Government funding and increasing demand for our services. We have worked hard to hold down costs and deliver services in new ways to manage this challenging financial situation.

Our financial plans

The principles upon which our medium term financial plan and capital programme are based are set out in our financial strategy. Our medium term financial plan 2014/15 to 2017/18 is available online at www.oxfordshire.gov.uk/mtfpsummary and sets out how resources are allocated in accordance with the council's priorities.

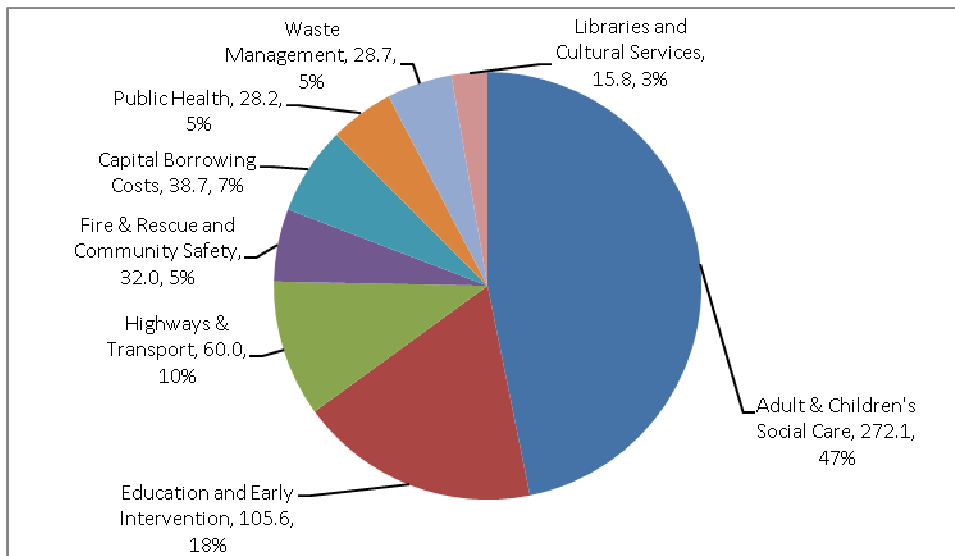
Our financial planning reflects:

- The reducing level of financial support from central Government and consequential revenue savings required over the medium term
- The allocation of resources to meet statutory service requirements and key strategic priorities
- Our commitment to council tax payers, and
- Our on-going commitment to achieve efficiencies to ensure improved value for money

We plan to spend *£585.3m* in 2014/15 on services (excluding schools). In addition, spending by schools maintained by the council is funded by a specific government grant of *£288.3m*.

What we spend on services (excluding schools)

Adult & Children's Social Care 47% (£273.4m)
Education and Early Intervention 18% (£106.4m)
Highway & Transport 10% (£61.1m)
Capital Borrowing Costs 6% (£39.6m)
Fire & Rescue and Community Safety 6% (£32.0m)
Waste Management 5% (£28.7m)
Public Health 5% (£28.2m)
Libraries & Cultural Services 3% (£15.9m)

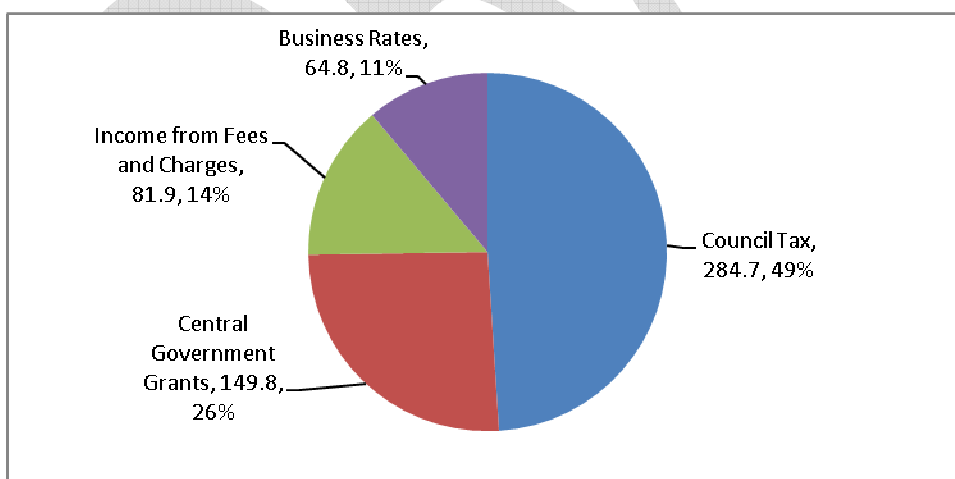


Our funding (excluding schools)

Our funding comes from a number of sources, including government grants and business rates, with just under half of our total funding coming from council tax. This means that a rise of one per cent in total spending (excluding schools) would require a council tax increase of just over two per cent, all else being equal.

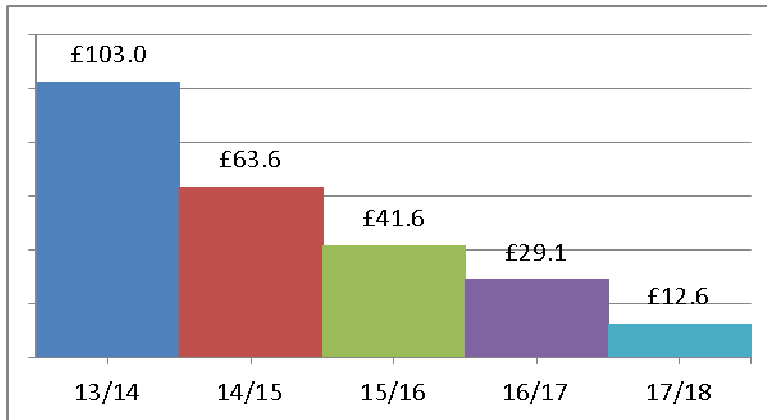
Where the money comes from

- Council Tax 49% (£284.7m)
- Central Government Grants 26% (£152.2m)
- Income from Fees and Charges 14% (£83.4m)
- Business Rates 11% (£65m)



Earmarked Revenue Reserves

Our earmarked revenue reserves are held for specified one-off projects, contractual commitments and to support the medium term financial plan. Most of the council's reserves will be used up over the next four years, with the total expected to fall from £103.0m at the start of 2014/15 to £12.6m by the end of 2017/18.



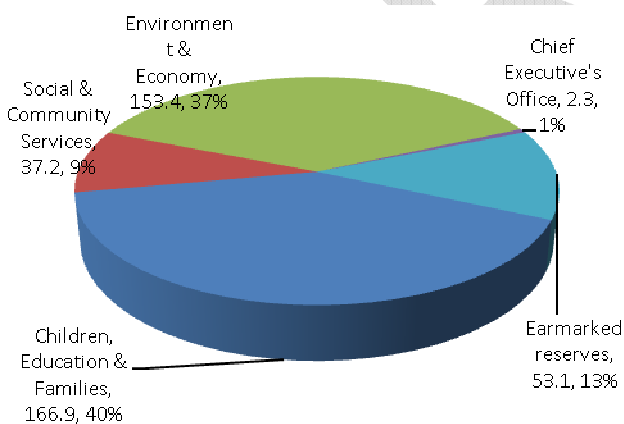
Capital

The capital element of our financial strategy provides a framework for ensuring the use of limited capital resources supports the achievement of the priorities set out in this plan. Our principles for prioritising capital investment are to:

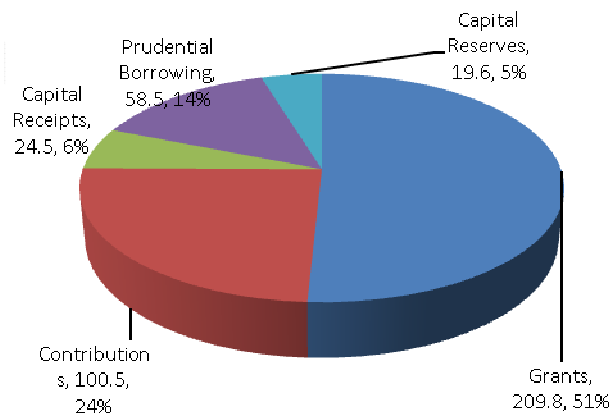
- Comply with our statutory duties
- Improve the efficient and effective delivery of our services, and
- Promote economic growth

We intend to spend £412.9m on capital investments in Oxfordshire between 2013/14 and 2017/18. The projects included in the capital programme are wide-ranging, covering all areas of the council's activity (for example on schools, roads, children's homes and fire stations) and all areas of the county.

Spending on capital investment



Funding for capital investment



13. Further Information

This Corporate Plan provides a high level summary of the strategic issues facing the council and the organisational responses planned for the medium term. If you would like more detailed information about the work of the council you may be interested in the following:

[More about Oxfordshire County Council \[url\]](#)

[The Sustainable Community Strategy 'Oxfordshire 2030' \[url\]](#)

[Our Directorate Business Strategies \[url\]](#)

[The Medium Term Financial Plan \[url\]](#)

[Key facts about Oxfordshire \[url\]](#)


DRAFT


[Back cover]

At a Glance

| |
|--|
| <p>Our ambition: A Thriving Oxfordshire</p> |
| <p>This means having: A Thriving Economy Thriving People and Communities A Safety Net</p> |
| <p>The county council's role in delivering this ambition: Providing Community Leadership Working in Partnership Helping People to Help Themselves</p> |

What We Do

|  | Children, Education and Families | Social and Community Services | Public Health | Economy and Environment | Chief Executive's Office |
|---|---|--|---|--|---|
| | Services include: Children's Social Services Education Services Early Intervention Service/Thriving Families | Services include: Social Care for Adults and Older People Fire and Rescue Service Emergency Planning Trading Standards Safer Communities Gypsy and Traveller Service | Services include: Public Health Health Improvement, Disease Prevention and Substance Misuse Treatment Health Protection and Emergency Planning | Services include: Economy and Skills Highways and Transport Infrastructure Planning Waste Management Property and Facilities Customer Services | Services include: Legal Democratic Services HR Cultural Services - including Libraries Finance Policy Major Programmes Research |

 OXFORDSHIRE COUNTY COUNCIL

This page is intentionally left blank

Proposed 2014-2015 Corporate Performance Indicators

ADULT SOCIAL CARE

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|-------------------------------------|---|-------------------------------|--|
| Safeguarding | | | |
| 1 | Number of safeguarding alerts (<i>graph trend</i>) | A Safety Net | Adult Safeguarding |
| Care Home Placements | | | |
| 2 | Reduce the number of older people permanently placed in a care home and funded by the local authority (<i>Better Care Fund Metric</i>) (<i>graph</i>) | Thriving People & Communities | Joint Working and Pooled Funding (<i>Better Care Fund</i>) |
| 3 | Increase the number of older people supported in the community with a personal budget for long term care | Thriving People & Communities | Community Information Networks |
| 4 | Increase the number of Extra Care Housing units provided | Thriving People & Communities | Housing options for older people |
| Personalisation | | | |
| 5 | Maintain the high level of eligible people on Self-Directed Support | Thriving People & Communities | Community Information Networks |
| 6 | Increase the proportion of people using social care who receive a direct payment | | |
| 7 | Maintain the high proportion of service users who have had a review in the last 12 months | | |
| Reablement Service | | | |
| 8 | No one will wait more than 5 days for their reablement service to start | A Safety Net | Adult Safeguarding |
| 9 | Over 10 people per day will access reablement | Thriving People & Communities | Community Information Networks |
| Delayed transfers of Care | | | |
| 10 | Reduce delayed transfers that are the responsibility of social care (<i>Better Care Fund Metric</i>) | Thriving People & Communities | Joint Working and Pooled Funding (<i>Better Care Fund</i>) |
| 11 | Reduce delayed transfers that are the responsibility of both social care and both (social care & health) (<i>Better Care Fund Metric</i>) | | |
| Waiting lists | | | |
| 12 | Reduce the number of people not receiving a service who are waiting for more than 28 days for an assessment (<i>graph</i>) | A Safety Net | Adult Safeguarding |
| 13 | Reduce the average time for an agency to start care from referral to start for packages in the community | | |
| Carers Services | | | |
| 14 | Increase the number of carers known and supported | Thriving People & Communities | Community Information Networks |
| 15 | Increase the number of carers accessing emergency support | | |
| Providing information to all | | | |
| 16 | Information and advice measures to be developed over the course of the year | Thriving People & Communities | Community Information Networks |

CHILDREN EDUCATION & FAMILIES

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|------------------------------|--|---------------------|--------------------------------------|
| Keeping Children Safe | | | |
| 1 | Number of referrals to children's social care – broken down by referring agency (<i>graph</i>) | A Safety Net | Multi Agency Children's Safeguarding |
| 2 | No child protection plan cases without an allocated social worker | | Corporate Parenting |
| 3 | No looked after children cases without an allocated social worker | | Multi Agency Children's Safeguarding |
| 4 | At least 98% of child protection reviews completed on time | | Corporate Parenting |
| 5 | 90% of visits to children on child protection plans completed in line with the plan and within the Council's 28 day standard | | Multi Agency Children's Safeguarding |
| 6 | 90% of visits to looked after children completed in line with the plan | | Corporate Parenting |
| 7 | Number of children who go missing from home on two or more occasions (subject to health and wellbeing board consultation) | | Multi Agency Children's Safeguarding |
| 8 | Number of children adopted as a percentage of all children who ceased to be looked after (<i>graph</i>) | | Corporate Parenting |
| 9 | No more than 50 children placed out of county and not in neighbouring authorities | | Multi Agency Children's Safeguarding |
| 10 | Number of intentionally homeless young people | | Multi Agency Children's Safeguarding |
| Raising Attainment | | | |
| 11a | % of children attending primary schools judged good or outstanding by OFSTED | Thriving Economy | Skills |
| 11b | % of children attending secondary schools judged good or outstanding by OFSTED | | |
| 11c | % of children attending special schools judged good or outstanding by OFSTED | | |
| 12 | Number of schools judged inadequate by OFSTED | | |
| 13 | % Children's Centres that are judged good or outstanding by Ofsted | | |
| Closing the Gap | | | |
| 14a | Primary school persistent absence rate | A Safety Net | Thriving Families Programme |
| 14b | Secondary school persistent absence rate | | |
| 15a | Number of Permanent exclusions – primary schools | | |
| 15b | Number of Permanent exclusions – secondary schools | | |
| 16a | Number of Fixed Term exclusions– primary schools | | |
| 16b | Number of Fixed Term exclusions– secondary schools | | |
| 17 | Proportion of young people Not in Education, Employment or Training (NEET) | | |
| 18 | Proportion of young people whose NEET status is 'not known' | | |
| 19 | Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds | | |
| 20 | Looked after children overall absence rate | | |
| 21 | Looked after children persistent absence rate | | Thriving Families Programme |
| 22 | % Troubled Families Turned Around | | Thriving Families Programme |

**CHILDREN EDUCATION & FAMILIES
ACHIEVEMENT AND ATTAINMENT INDICATORS REPORTED ANNUALLY**

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|-------------------|---|---------------------|-----------------------------|
| 1 | EYFS - % reaching a good level of development | Thriving Economy | Skills |
| 2 | KS1 - % level 2b+ reading | | |
| 3 | KS1 - % level 2+ reading | | |
| 4 | KS1 - % level 2+ writing | | |
| 5 | KS1 - % level 2+ maths | | |
| 6 | KS2 - % level 4+ reading, writing & maths | | |
| 7 | Oxfordshire's rank nationally for KS2 level 4+ reading, writing & maths | | |
| 8 | % making expected 2 levels of progression KS1-2 reading | | |
| 9 | % making expected 2 levels of progression KS1-2 writing | | |
| 10 | % making expected 2 levels of progression KS1-2 maths | | |
| 11 | Number of primary schools below KS2 Floor Standard | | |
| 12 | KS4 - % 5 A*-C GCSEs including English & maths | | |
| 13 | Oxfordshire's rank nationally for KS4 – 5 A*- C inc English and maths | | |
| 14 | % making expected 3 levels of progression KS2-4 English | | |
| 15 | % making expected 3 levels of progression KS2-4 maths | | |
| 16 | Number of secondary schools below KS4 Floor Standard (NB definition of floor standards changes in 2014) | | |

ADDITIONAL INDICATORS TO BE REPORTED TO EDUCATION SCRUTINY ANNUALLY

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|-------------------|--|---------------------|-----------------------------|
| 17 | FSM pupils - % making expected progress KS1-2 reading | A Safety Net | Thriving Families Programme |
| 18 | FSM pupils - % making expected progress KS1-2 writing | | |
| 19 | FSM pupils - % making expected progress KS1-2 maths | | |
| 20 | FSM pupils - % making expected progress KS2-4 English | | |
| 21 | FSM pupils - % making expected progress KS2-4 maths | | |
| 22 | School Action Plus pupils - % 5 A*-C GCSEs including English & maths | | |
| 23 | School Action Plus pupils - % making expected progress KS1-2 reading | | |
| 24 | School Action Plus - % making expected progress KS1-2 writing | | |
| 25 | School Action Plus pupils - % making expected progress KS1-2 maths | | |
| 26 | School Action Plus pupils - % making expected progress KS2-4 English | | |
| 27 | School Action Plus pupils - % making expected progress KS2-4 maths | | |
| 28 | Looked After Children - % Level 4+ reading, writing & maths | | |
| 29 | Looked After Children - % making expected progress KS-2 reading | | |
| 30 | Looked After Children - % making expected progress KS-2 writing | | |
| 31 | Looked After Children - % making expected progress KS-2 maths | | |
| 32 | Looked After Children - % 5 A*-C GCSEs including English & maths | | |
| 33 | Looked After Children - % making expected progress KS2-4 English | | |
| 34 | Looked After Children - % making expected progress KS2-4 maths | | |

ECONOMY & ENVIRONMENT

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|---|---|-------------------------------|-----------------------------|
| 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) | Thriving Economy | Skills |
| 2 | Achieve 120 inward investment enquiries through Invest in Oxfordshire | | Growth & Investment |
| 3 | 70% of mineral and waste applications determined within 13 weeks | | Minerals & Waste |
| 4 | 80% of major District Council applications responded to within the agreed deadline | | Growth & Investment |
| 5 | Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process (Target: 80%) | | Infrastructure |
| 6 | % of S106 monies held, the use of which is identified in confirmed/provisional programme (Target: 75%) | | |
| 7 | Deliver £21m of City Deal spend by 2016 by spending against agreed indicative spend profile | | |
| Commercial | | | |
| 8 | 98% of highway defects posing an immediate risk of injury repaired within 24 hours | Thriving Economy | Transport |
| 9 | 80% of highway defects that create a potential risk of injury repaired within 28 calendar days | | |
| 10 | Maintain a minimum 50% public satisfaction rate with the highways service | | |
| 11 | At least 61% of household waste is reused, recycled or composted | Thriving People & Communities | Minerals & Waste |
| 12 | Reduce the number of council owned properties in accordance with the property rationalisation strategy | Thriving Economy | Rationalisation |
| 13 | High level indicator based on property issues reported in locality bulletins (to be developed before start of year) | | |
| Oxfordshire Customer Services | | | |
| 14 | At least 80% calls answered within 20 seconds | Thriving People & Communities | Customer Services |
| 15 | 90% of calls are dealt with at first contact where the CSC has responsibility for a complete solution | | |
| 16 | 100% of calls are dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC | | |
| 17 | Broadband – deliver quarterly target against total homes passed (THP) as per contract (starting June 2014) | | |
| Contextual Data | | | |
| 18 | Number of jobs generated through Invest in Oxfordshire (<i>graph</i>) | Thriving Economy | Growth & Investment |
| 19 | Number of claimants of Job Seekers Allowance (<i>graph</i>) | | |
| 20 | Annual road condition against £ spent per mile (<i>graph</i>) | | Transport |
| 21 | Road condition (number of defects) against the same quarter last year (<i>graph</i>) | | |
| 22 | Amount of waste arising per head of population (year on year comparison) (<i>graph</i>) | Thriving People & Communities | Minerals & Waste |

PUBLIC HEALTH

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|---|---|-------------------------------|-----------------------------|
| National Childhood Measurement Programme | | | |
| 1 | % of Primary school children classified as Obese in Year 6 | Thriving People & Communities | Public Health |
| 2 | % of Primary school children classified as Obese in Reception | | |
| Healthchecks | | | |
| 3 | % of people offered a health check who have taken up the offer | Thriving People & Communities | Public Health |
| 4 | Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes) | | |

LIBRARY SERVICE

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|-------------------|--|-------------------------------|-----------------------------|
| 1 | 21 community libraries fully implemented by April 2015 | Thriving People & Communities | Libraries |
| 2 | Number of community libraries in negotiation period | | |

OXFORDSHIRE FIRE AND RESCUE SERVICE

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|--------------------------|--|-------------------------------|-----------------------------|
| Fire and Rescue | | | |
| 1 | 37 lives saved per year against the OFRS 10 year 365Alive target through our emergency response and preventative activity concerning fires and road traffic collisions | Thriving People & Communities | Preparing for Emergency |
| 2 | 84,000 citizens provided with safety advice / education per year | | |
| 3 | £10,000,000 saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions | | |
| Trading Standards | | | |
| 4 | Money saved for consumers as a result of our interventions | Thriving People & Communities | Preparing for Emergency |
| 5 | 100% of inspections completed of high risk businesses as identified at the start of the year | | |

CONTRACT MANAGEMENT AND QUALITY MONITORING

| Success Indicator | | Corporate Plan Area | 2014/15 Priority for Action |
|--|--|---------------------|-----------------------------|
| 1 | % of Platinum contract 'good practice' assessments completed <i>[assessments completed as a proportion of the number of platinum contracts identified]</i> | Thriving Economy | Rationalisation |
| 2 | % of Platinum contracts with operational performance 'Satisfactory' or 'Good' <i>[based on the Platinum snapshot assessment undertaken quarterly using the three indicators Quality, Responsiveness & Communication and Cost]</i> | | |
| In addition Commercial Services Board to escalate any relevant issues for consideration | | | |

FINANCIAL PERFORMANCE INDICATORS (TO BE INCLUDED FOR EACH DIRECTORATE)

| | | |
|---|--|-------------------------|
| 1 | Forecast/actual expenditure for XYZ service area is in line with the latest agreed budget | < 2.0% of net budget |
| 2 | Forecast/actual expenditure for ABC Pooled Budget is in line with latest agreed budget | <2.0% of net budget |
| 3 | Forecast/actual expenditure for the capital programme is in line with the original budget (Use of Resources) | <10.0% of programme |
| 4 | Directorate reserves | |
| 5 | Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy | 0 |
| 6 | Planned savings assumed in the MTFP are expected to be achieved | 100% achieved |

| |
|------------------|
| Division(s): All |
|------------------|

PERFORMANCE SCRUTINY COMMITTEE – 13 MARCH 2014

BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 3 2013-2014

Report by Head of Policy, Maggie Scott

Introduction

1. This paper provides details of performance for quarter three for Performance Scrutiny to consider. Performance dashboards are included at Annex 1 for information and discussion.
2. There have been many performance improvements across the quarter and overall performance across the Council is good. However, the key issues remain largely the same as in quarter two. Performance Scrutiny are asked to take particular note of three issues
 - Actions being proposed to resolve part of the delayed transfers of care performance concerns (paragraph 10).
 - Observations potentially relating to key stage four attainment (paragraph 19).
 - Actions being proposed to resolve part of the performance issues around strategic planning applications (paragraph 21).

Key Performance Issues

3. This section discusses the key performance issues that arise from the performance dashboards. The dashboards can be found in Annex 1. We continue to work on the way information is shown on the dashboards to ensure that they can be read more easily and conclusions about target performance clearly drawn.

Adult Social Care

4. Performance in Oxfordshire remains better than average. The national framework for social care monitors performance on 21 measures. On 13 of these we are above the national average, including having the highest proportion of people on direct payments in the country. Oxfordshire remain in the top 10 performing authorities in relation to the number of people in secondary mental health services also being in paid employment and reducing care home admissions of working age adults. In a national survey of people who use social care; 93% of people in Oxfordshire said they were satisfied with services compared to 90% elsewhere.
5. The information reported to performance scrutiny includes areas of concern from the national framework, plus key local areas of concern. Of the 22

measures reported 14 are on target, two are close to the target and 6 are off target. The off target measures relate to reablement; delayed transfers of care; the number of people entering care homes and waiting lists.

6. Last quarter we reported concerns around the reablement service, growing waiting lists, delayed transfers of care and increasing care home places. These issues are interdependent and centred around two key principles:
- the demand for services is growing more than expected;
and
 - the supply of care is not able to meet the growth in demand.

The overall impact being that it was harder to provide clients with an appropriate care package and the average time taken for a provider to pick up a care package had increased.

7. The same concerns remain in quarter three. The Council has introduced a range of measures to improve the availability of long term care packages and improve the supply of services. These measures include:
- setting up a new 24 hours fast response services, providing support to people who are leaving hospital while their long term care needs are assessed;
 - developing small block contracts in areas where there have been difficulties placing people;
 - setting up arrangements to purchase care from new care providers in addition to those currently used;
 - working with neighbouring authorities to identify agencies who provide care just outside Oxfordshire to see if they would be capable and willing to also provide care in Oxfordshire.;
 - implementing incentive payments to home care providers to ensure we have late week week-end pick-ups of cases, reducing the delay in people waiting for care packages at home;
 - introducing six day working for the back office staff who call round agencies to assess care availability and organize individual care packages. This will be reviewed at the end of January to see if we need to extend this to 7 day working;
 - attaching a social worker to people waiting to leave reablement to ensure that they are moved on in a timely manner;
 - reviewing clients receiving care packages to see if we can release hours for new clients.

Early indications in January are that these measures have already led to an increase in people receiving care; with 188 older people starting a new care package compared to 109 in December. This has had a consequent reduction in people waiting for care packages.

8. Over the quarter the **reablement** service provider has shown a general trend of increased activity and improved outcomes, although activity dipped in

December and is still below target. The drop in December was partly due to a drop in referrals over Christmas and a focus, by the service on picking up acute hospital cases to reduce delayed transfers of care. The inability to meet expected performance was exacerbated by the need for Post Reablement Domiciliary Care, for clients who are awaiting the start of longer term home care, as a result of the capacity issues already described (see Table 1). The actions, outlined above will continue to improve the availability of long term care and reduce pressure on the reablement service. Early indications show that, whilst there were 52 people in post reablement domiciliary care in December, there were only 7 at the end of January. As pressure reduces the introduction of daily multi agency patient flow action group meetings will ensure that better information is available so that reablement uptake can further improve.

Table 1: Number of Reablement Episodes per day

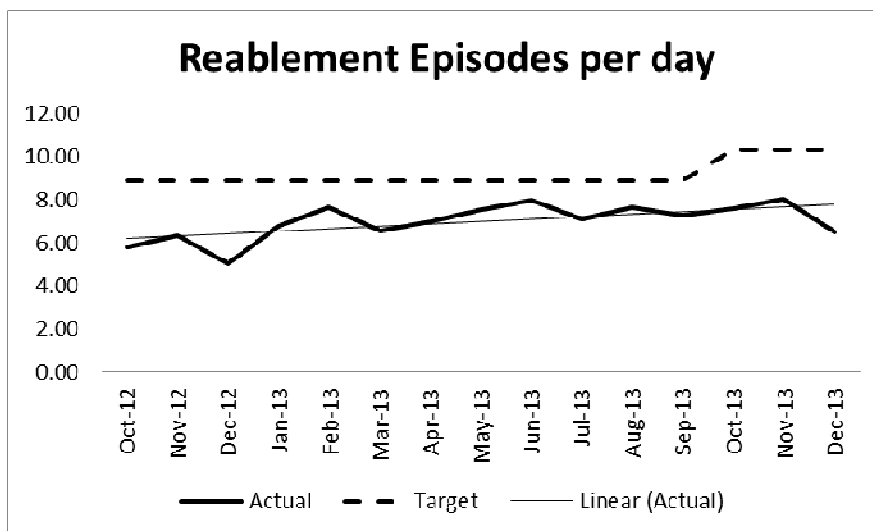


Table 2: Effectiveness of Reablement

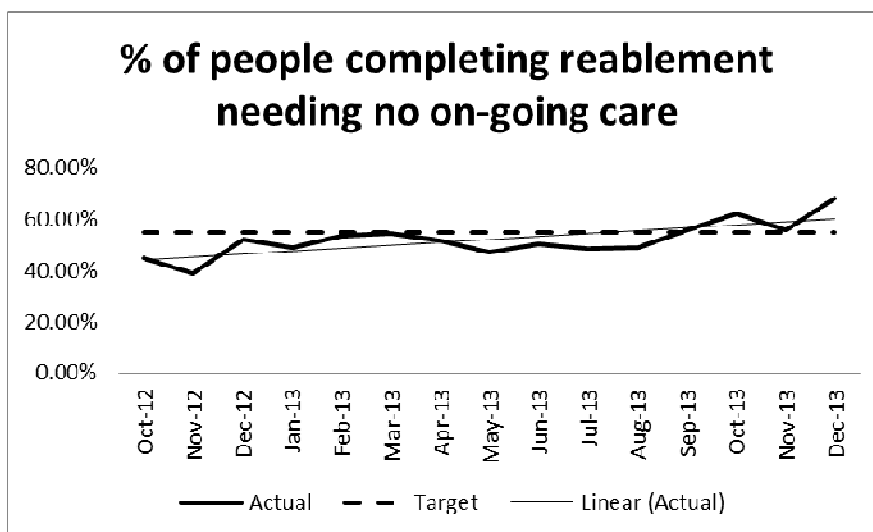
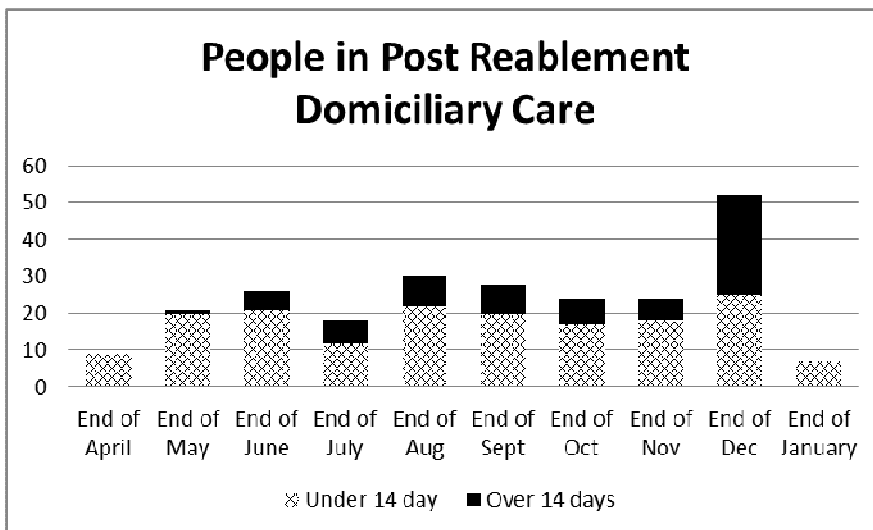
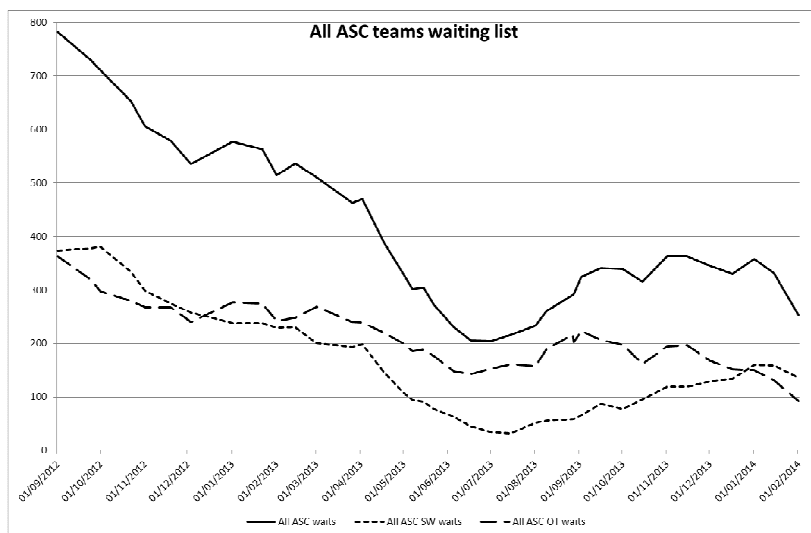


Table 3: Number of People in Post Reablement Domiciliary Care



- The **waiting list for assessments**, grew in the quarter, but has fallen by 30% in January. Occupational therapy staff have been recruited to alleviate the immediate assessment delays but there is concern that the social worker waiting list is also growing, as additional temporary staff employed to the end of the summer have now ended. An assessment process redesign will be completed by September, which should reduce waiting lists in the medium to long term. Teams are also producing action plans in the medium term to ensure the waiting does not rise

Table 4: Assessment Waiting Lists



- The difficulties in sourcing either reablement or long term care impacted on our performance in relation to **delayed transfers of care**. Although the delays have dropped over the quarter this is in line with the annual trend and remains outside the performance target. Whereas overall delays remain relatively constant, delays which are the responsibility of the council have dropped

consistently since August this year and are in an improved position compared to last year (see Table 2 and 3). Actions taken to address delayed transfers of care are managed by the multi-agency Chief Operating Officers Group and include a large range of different approaches, detailed performance management and challenge. Many of the delays are caused by patients who chose to stay in an acute hospital bed until a bed in the community hospital nearest to their home is available. There are concerns that this is unsustainable over the winter period, when pressure on acute hospitals is highest. A media campaign has been launched to reduce this type of delay.

Table 5: Delayed Transfers of Care (All Delays)

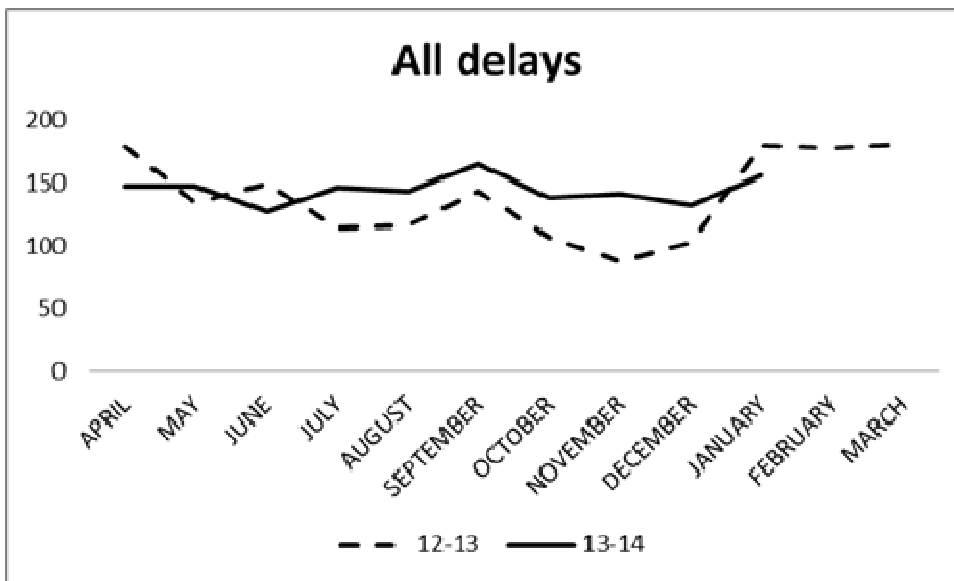
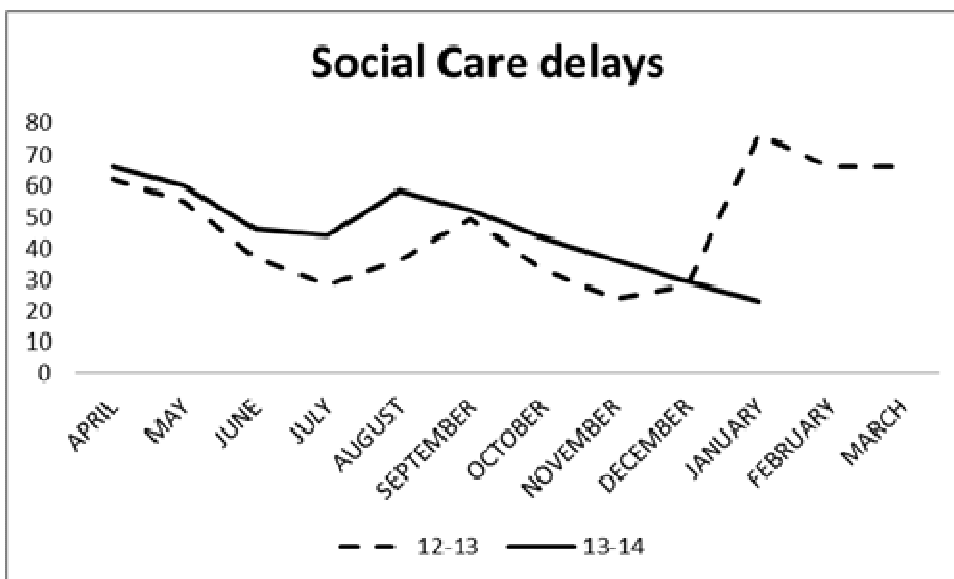


Table 6: Delayed Transfers of Care (Social Care Delays)



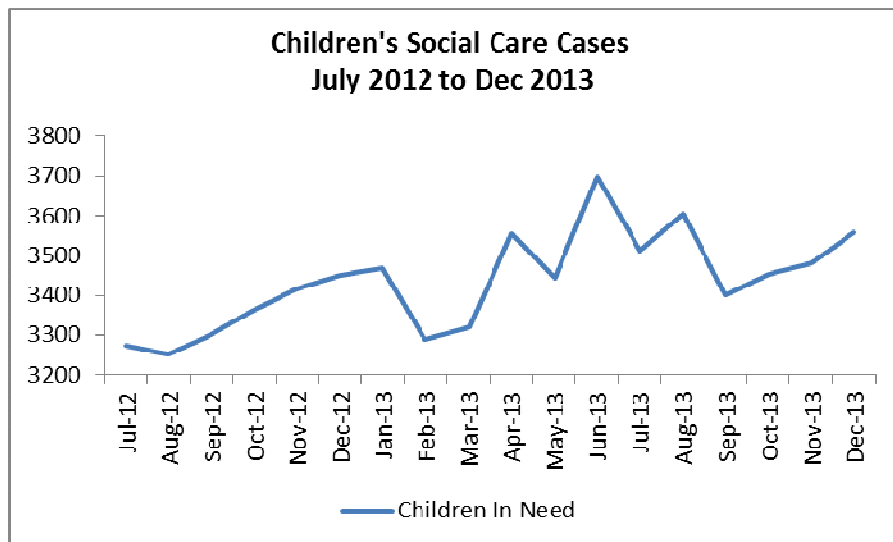
- 11. The number of people being admitted to **care homes** is 9% higher than last year. This is contrary to the objective to reduce the number of care home

placements and support more people to live independently in the community. Most people who are admitted to a care home, come from hospital. Delays in hospital discharge mean fewer people are suitable for care at home and more care home placements are made. The work to reduce delayed transfers of care should therefore have a positive effect on the number of care home placements in the coming months. Despite the high number of care home admissions we are still placing relatively fewer people in care homes than other parts of the country and last year had the 28th lowest rate of admissions of all 152 authorities.

Children Education and Families

- 12. This quarter the key performance issues continue to be around the **high level of activity** within children’s social care (see Table 4). There is also a continued high number of referrals, especially those which result in no further social care action (see Annex 1 – p. 13).
- 13. The high level of activity is having an impact on the timeliness of some of our work, such as the number of social work visits to children on plans completed on time. The proportion of child protection reviews completed on time has started to improve but is still below the target level. The directorate has initiated a policy to escalate late visits to the directorate leadership team and to track reviews individually. Increased activity levels and appropriate case management are being actively managed within the directorate with additional recruitment, including a principal social worker to enable an independent challenge process to be put in place.

Table 7: Number of Children’s Social Care Cases



- 14. The percentage of children on a child protection plan that have previously been on a plan has risen in the quarter to over 20%. Of this 20% 33 children from 15 families became subject to a second plan within two years of the previous one ending. A review of these plans suggests that a common reason for a repeat plan is a new episode of domestic violence caused by a new partner. This learning is being used to shape decisions about plan cessation. However, further exploration of how our work with partners is providing

support to protect children by working to reduce repeated incidents of domestic violence with new partners is also proposed.

15. The number of children placed out of county and not in neighbouring authorities presents a challenge to the way in which we **keep children safe**. Placement issues are managed by service teams through close senior manager monitoring and improved monitoring of risky behaviours by out of county children (e.g. reporting when they go missing). The development of a placement strategy to ensure more children can be placed within the county in appropriate settings will improve this performance issue in the medium term.
16. A further challenge to the Council's ability to safeguard children is presented in the growth of children who have gone missing from home more than twice. This figure has risen by 12.5% this year. Improvements to notification and monitoring systems have been made including the completion of multi-agency risk assessments, more timely return interviews and work to understand why children go missing.
17. There are areas of **educational attainment** which are highlighted as performance issues particularly around the number of primary schools below the floor standard and the numbers of children attending good or outstanding schools. The school improvement framework will ensure appropriate support and challenge is provide to ensure that the schools improve. Overall attainment has shown an encouraging trend this year. Validated data shows that Oxfordshire's performance at key stage four has risen to be in line with national performance for the first time. Performance at key stages one and two lies above the national average.
18. Overall attainment has shown an improvement, but there are a number of vulnerable groups in Oxfordshire that do not achieve as well as the rest of the cohort, or the same groups nationally. In particular the performance of children known to be eligible for free school meals (FSM), children supported at school action plus, and looked after children is of concern. Work has started to identify schools where good practice and intervention had had a marked impact on these groups. This good practice will then be transferred to schools where the gap is not improving. These issues are subject to exploration by the Education Scrutiny Committee who have set up a working party specifically to examine issues with educational attainment.
19. The information available around children's social care and educational attainment also shows that in Oxfordshire more looked after children enter care in years ten and eleven, with a higher level of need, than in any other area nationally. These years are key years for key stage four attainment.

Economy and Environment

20. Economy and Environment directorate is continuing to review the current performance reporting arrangements and is working, with the support of colleagues in the Chief Executive's Office, to develop an improved set of metrics.

21. Last quarter we reported an increase in number of **strategic planning applications** where detailed negotiations are required; together with challenges to our performance responding to major planning applications from District Council's as a result of staffing pressures. This quarter the pressures in strategic planning have led to below target performance in the percentage of Council's own development applications decided within 13 weeks. The delays are largely due to the complexity of the applications dealt with during that period; the need to overcome the concerns raised by key statutory consultees; and a requirement to take a number of the applications to Planning & Regulation Committee for decision. Recent feedback from high performing county planning authorities suggests a close correlation between the speed of handling planning applications and the levels of delegated decisions. We are reviewing the current scheme of delegation with a view to ensuring that maximum use is being made of it. In doing this, the Directorate will identify whether there is a need for a change to the scheme of delegation to be considered.

22. Delivery of the current Asset Rationalisation Programme continues with the work underway in order to enable the exit from Clarendon House and the consolidation of activities in Abingdon at Abbey House. A concern remains that the current revenue forecast for the programme shows a £190k deficit for 2013/14. The **Asset Management** Strategy has been updated as part of the budget setting process. It is likely that the budget proposals will have implications for service delivery across the County Council. The implications of this for the County Council's operational bases will need to be considered over the coming months as individual Directorates develop their proposals in greater detail. This work will be prioritised as part of the 2014/15 strategy work programme.

23. The latest National Apprenticeship Service data shows that the growth in **16-18 year old apprenticeship starts** is 41. This is above the national average but below the stretching target of 100. This could also impact the City Deal apprenticeship target. This concern is being actively managed and addressed through; identifying increasing apprenticeships as a priority within the Oxfordshire Skills Strategy; additional funding for apprenticeship growth and greater control over the Skills Funding Agency provided by the City Deal; £500k per annum to 2020 notionally allocated through the European Structural & Investment Funds (ESIF) strategy to drive apprenticeship growth.

RECOMMENDATION

24. **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: Claire Phillips, Senior Policy and Performance Officer 3967

28 February 2014

ANNEX 1

SOCIAL AND COMMUNITY SERVICES

| | | Target | March Benchmark | Q3 | On Target | Direction of travel | Lead Officer | Notes |
|----------------------------------|--|--|-----------------------------------|-----------|--|---------------------|--|-------|
| Reablement Service | | | | | | | | |
| 1 | Ensure all people wait no more than 5 days for their reablement service to start | 100% | n/a | 62% | R | ↑ | Sara Livadeas | |
| 2 | The number of people accessing reablement target to be set | 9 per day 3250 pa | 6 per day 2197 pa | 7.6 | R | ↓ | Sara Livadeas | |
| 3 | Increase the proportion of people completing the reablement service will have been sufficiently supported so they need no on-going care | 55% | 50% | 62% | G | ↑ | Sara Livadeas | |
| Waiting lists | | | | | | | | |
| 4 | Reduce the number of people not receiving a service who are waiting for more than 28 days for an assessment from 390 in March to zero from the end of June | 0 | 390 | 358 | R | ↑ | John Dixon | |
| 5 | Ensure the number of people waiting more than 28 days from assessment to receipt of services does not increase in the year (baseline 35) | 35 | 35 | 6 | G | ↔ | John Dixon | |
| 5a | Older People waiting for a care home waiting more than 28 days | 31 | 31 | 3 | G | | John Dixon | |
| 5b | Older People waiting for a care package waiting more than 28 days | 3 | 3 | 3 | G | ↑ | John Dixon | |
| 5c | Adults aged 18-64 with a physical disability waiting more than 28 days | 1 | 1 | 0 | G | ↑ | John Dixon | |
| 6 | Reduce the average time for an agency to start care from referral to start for packages in the community | 10 | 10 | 13 | R | ↑ | Sarah Livadeas | |
| Personalisation | | | | | | | | |
| 7 | Ensure that at least 75% of eligible people remain on Self-Directed Support by April 2014 | 75% | 71% | 81% | G | ↑ | John Dixon | |
| 8 | Increase the proportion of people using social care who receive self-directed support, and those receiving direct payments | 1350 people receiving a direct payment | 1235 | 1447 | G | ↑ | John Dixon | |
| 9 | % of service users who have had a review in the last 12 months | 75% | 73% | 78% | G | ↑ | John Dixon | |
| Delayed transfers of Care | | | | | | | | |
| 10 | Reduce delayed transfers of care by the end of March 2014. | Outside bottom quartile | 182 | 128 | R | ↔ | John Jackson | |
| 10a | Reduce delayed transfers that are the responsibility of social care to 23 by the end of March 2014. | - | 60 | 27 | G | ↑ | John Jackson | |
| 10b | Reduce delayed transfers that are the responsibility of both social care and both (social care & health) to zero by the end of March 2014. | - | 30 | 28 | A | ↔ | John Jackson | |
| Care Home Placements | | | | | | | | |
| 11 | Place no more than 400 people in a care home in the year commencing October 2012 | 400 | 582 | 479 | R | ↑ | John Jackson | |
| 12 | Increase the number of older people supported in the community with a personal budget for long term care | 2410 | 2122 | 2267 | A | ↑ | John Jackson | |
| Carers Services | | | | | | | | |
| 13 | Increase the number of carers known and supported | 15265 | 13877 | 15100 | G | ↑ | Sara Livadeas | |
| 14 | Increase the number of carers accessing emergency support | 2800 | 2564 | 3074 | G | ↑ | Sara Livadeas | |
| 15 | Increase the number of carer's breaks jointly funded and accessed via GPs | 880 | 881 | 721 | G | ↑ | Sara Livadeas | |
| 16 | Increase the number of carers offered a Direct Payment | 1900 | 1883 | 1351 | G | ↑ | Sara Livadeas | |
| Contract Monitoring | | | | | | | | |
| 17 | All contracts reviewed in a timely way to ensure compliance with Contract Procedure Rules and minimise the number of exemption requests | 100% | n/a | 100% | G | ↔ | Sara Livadeas | |
| Financial Performance | | | | | | | | |
| | | Target | Financial Monitoring Report 12/13 | On Target | Direction of travel | Lead Officer | Notes | |
| 21 | Forecast/actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget | < 2.0% of net budget | +£1.818m or +1.0% | Yes | Overspend reduced | John Dixon | Overspends on the Older People, Equipment and Learning Disabilities Pooled Budgets. Forecast underspend on the Physical Disability Pooled Budget and Joint Commissioning. | |
| 22 | Forecast/actual expenditure Fire and Rescue and Community Safety is in line with the latest agreed budget | <2.0% of net budget | +£0.036m or 0.1% | Yes | Overspend increased | David Etheridge | | |
| 23 | Forecast Pooled Budget Reserves as at 31 March 2014 | - | £3.202m | - | ↓ | John Jackson | | |
| 24 | Other Directorate Reserves (forecast as at 31 March 2014) | - | £0.698m | - | ↓ | David Etheridge | Fire Control and other Fire & Rescue and Community Safety Reserves are forecast to reduce by £0.355m by 31 March 2014. | |
| 25 | Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy | - | 1 | - | n/a | John Jackson | Virements transferring further expenditure and income budgets to the Older People Pooled Budget were agreed by Council on 9 July 2013. | |
| 26 | Planned savings for 2013/14 assumed in the MTFP are expected to be achieved | 100% achieved | 83.4% | No | % expected to be achieved is unchanged | John Jackson | The on-going effect of pressures on the Older People's Pooled Budget has been considered as part of the 2014/15 S&RP process. Additional funding has been allocated to the Equipment Pool. | |

CHILDREN EDUCATION AND FAMILIES

| | | Target | March Benchmark | Q2 | On Target | Direction of travel | Lead Officer | Notes |
|------------------------------|--|---------------------------|-----------------------------------|--------------|-------------------------|---------------------------|--|--|
| Keeping Children Safe | | | | | | | | |
| 1 | Number of referrals to children's social care (broken down by referring agency) | Data reported in Table 1. | | | | | | |
| 2 | % of referrals to children's social care that result in no further social care action (broken down by referring agency) | | | | | | | |
| 3 | % of Child Protection reviews completed on time | >98% | 96.3% | 96.10% | A | ↔ | Lucy Butler | All late reviews monitored individually |
| 4 | % of visits to children on child protection plans completed in line with the plan and within the Council's 28 day standard | 90% | 64.6% | 85.70% | A | | Lucy Butler | December cohort run |
| 5 | % of children starting a plan who have previously been on a plan | <15% | 4.7% | 20.90% | A | ↓ | Lucy Butler | |
| 6 | % of Looked after reviews completed on time | >90.5% | 83.5% | 93.00% | G | ↓ | Lucy Butler | |
| 7 | % of visits to looked after children completed in line with the plan and within the Council's 90 day standard | 90% | 76.2% | 91.40% | G | ↓ | Lucy Butler | Latest figure taken from episodes/forms started not those completed and signed off by manager |
| 8 | % of cases without an allocated social worker (CP Plans) | 0% | 1.4% | 0.00% | G | ↔ | Lucy Butler | Monitored daily |
| 9 | % of cases without an allocated social worker (Looked after) | 0% | 2.90% | 0.00% | G | ↔ | Lucy Butler | Monitored daily |
| 10 | Short term looked after placement stability (less than 3 moves in a year) | <8% | 0% | 6.30% | G | ↓ | Lucy Butler | |
| 11 | Long term looked after placement stability (same for 2.5 years) | 73% | 72.3% | 67.00% | A | ↓ | Lucy Butler | |
| 12 | Per cent of looked after children who have had a change in social worker | No target | n/a | 38.00% | - | ↓ | Lucy Butler | |
| 13 | Number of children adopted as a per cent of all children who ceased to be looked after | 14% | 14.4% | 15.20% | G | ↔ | Lucy Butler | Numbers of children currently placed for adoption will allow year-end target to be reached |
| 14 | The number of children who go missing from home | >12.2% | n/a | 12.60% | A | ↓ | Jim Leivers | |
| 15 | The number of children placed out of county and not in neighbouring authorities | 50 | 48 | 55 | R | ↓ | Lucy Butler | To be addressed by placement strategy. |
| Raising Attainment | | | | | | | | |
| 16 | % children attending primary schools judged good or outstanding by Ofsted | 70% | 59% | 74% | G | ↑ | Frances Craven | |
| 17 | % children attending secondary schools judged good or outstanding by Ofsted | 75% | 65% | 80% | A | ↓ | Frances Craven | |
| 18 | Number of schools judged inadequate by Ofsted | 8 | 11 | 11 | A | ↓ | Frances Craven | HMI have reported positively on the support provided to these schools |
| Narrowing the Gap | | | | | | | | |
| 19 | Primary school persistent absence rate | 2.57% | 3.0% | | | | Frances Craven | Term 1 data not available due to systems issues |
| 20 | Secondary school persistent absence rate | 7.2% | 8.0% | | | ↓ | Frances Craven | Term 1 data not available due to systems issues |
| 21 | Overall Permanent exclusions | 39 | 30 10/11 ac yr | | A | ↔ | Frances Craven | Exclusions for Term 1 are in line with last year. Behaviour strategy consultation has just closed with the aim of being reintroduced in ?? |
| 22 | Overall Fixed Term exclusions | <3200 | 3870 10/11 ac yr | | G | ↑ | Frances Craven | Fixed term exclusions are lower than the same period last academic year |
| 23 | Proportion of young people Not in Education, Employment or Training (NEET) | 5% | 5.4% | 4.8% Dec | G | ↑ | Frances Craven | NEET performance is below target and is the lowest rate it has been for a number of years. The numbers of young people whose status is unknown also continues to decrease due to a range of measures introduced. |
| 24 | Proportion of young people whose NEET status is 'not known' | 5% | 33% | 20.6% Dec | A | ↑ | Frances Craven | |
| 25 | Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds | 260 (rate) 421 (no.) | 32.0 (rate) 198 (no.) | 26 (ytd 115) | G | ↑ | Frances Craven | |
| 26 | Free school mean pupils persistent absence rate (Primary) | 6.1% | 6.8% | | | - | Frances Craven | Not yet available due to system issues |
| 27 | Free school mean pupils persistent absence rate (Secondary) | 9.1% | 11.1% | | | - | Frances Craven | Not yet available due to system issues |
| 28 | School Action Plus pupils persistent absence rate (Primary) | 9.9% | 10.8% | | | - | Frances Craven | Not yet available due to system issues |
| 29 | Looked after children overall absence rate | 3% | 4.6% 11/12 | 3.7% | A | ↑ | Frances Craven | Term 1 3.7% reported cohort 5.6% whole cohort |
| 30 | Looked after children persistent absence rate | Remain <5% | <5% | 5.7% | A | ↑ | Frances Craven | Term 1 5.7% (9 pupils) reported cohort. 11.3% (27 pupils whole cohort) |
| 31 | Looked after children permanent exclusions | 0 | 0 | 0 | G | ↔ | Frances Craven | |
| Financial Performance | | | | | | | | |
| | | Target | Financial Monitoring Report 12/13 | On Target | Direction of travel | Lead Officer | Notes | |
| 32 | Forecast/actual expenditure for Education & Early Intervention is in line with the latest agreed budget | < 2.0% of net budget | -£0.355m or -0.7% | Yes | Underspend decreased | Frances Craven | Includes an overspend of +£1.218m on Home to School Transport offset by underspends elsewhere. | |
| 33 | Forecast/actual expenditure for Children's Social Care is in line with the latest agreed budget | <2.0% of net budget | +£1.880m or +4.0% | No | Overspend increased | Lucy Butler | Reflects an increase in the number of support days along with an increase in the number of support days in higher cost placements and the potential cost of 20 new placements. | |
| 34 | Forecast/actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget | <2.0% of net budget | +£0.124m or +2.0% | Yes | Overspend increased | Sara Livadeas/Jim Leivers | | |
| 35 | School Reserves (forecast as at 31 March 2014) | - | £20.664m | - | ↓ | Jim Leivers | The forecast reduction from £27.235m as at 1 April 2013 reflects schools' budget monitoring and balances being transferred to schools which have converted to academy status. | |
| 36 | Directorate Reserves (forecast as at 31 March 2014) | - | £4.047m | - | ↓ | Jim Leivers | Forecast to decrease by £2.565m during 2013/14. Reserves that remain unspent at the 31 March 2014 will be used during 2014/15. | |
| 37 | Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy | - | 0 | - | n/a | Jim Leivers | | |

CHILDREN EDUCATION AND FAMILIESAuxiliary Table 1: Referrals to Children's Social Care

This table shows the number of referrals to children's social care and the percentage of referrals to children's social care that result in no further social care action (broken down by referring agency)

Referrals by Source - April to December 2013

| Agency | Referrals | % Referrals | No. Assessments | NFA after referral | % NFA after referral |
|--------------------|-------------|---------------|-----------------|--------------------|----------------------|
| Anonymous | 367 | 9.1% | 110 | 257 | 70.0% |
| Education | 539 | 13.4% | 425 | 114 | 21.2% |
| Health Services | 693 | 17.2% | 471 | 222 | 32.0% |
| Housing | 38 | 0.9% | 23 | 15 | 39.5% |
| Individual | 292 | 7.2% | 187 | 105 | 36.0% |
| LA | 368 | 9.1% | 281 | 87 | 23.6% |
| Other | 327 | 8.1% | 206 | 121 | 37.0% |
| Police | 1326 | 32.9% | 818 | 508 | 38.3% |
| Unknown | 79 | 2.0% | 35 | 44 | 55.7% |
| Grand Total | 4029 | 100.0% | 2556 | 1473 | 36.6% |

CHILDREN EDUCATION AND FAMILIES
ANNUAL ACHIEVEMENT AND ATTAINMENT INDICATORS

| | | Target | 2011/12 Benchmark | 2012/13 | On Target | Direction of travel | Lead Officer | Notes |
|---------------------------|---|-----------------------|---|--|-----------|---------------------|----------------|--|
| Raising Attainment | | | | | | | | |
| 1 | EYFS - % reaching a good level of development (indicator redefined from 2013) | New measure | New measure | 48% | - | | Frances Craven | This was a newly defined measure this year. Performance has fallen below national average (52%) |
| 2 | KS1 - % level 2b+ reading | 80% | 78% | 81% | G | ↑ | Frances Craven | |
| 3 | KS1 - % level 2+ reading | 90% | 88% | 89% | A | ↑ | Frances Craven | |
| 4 | KS1 - % level 2+ writing | 81% | 83% | 86% | G | ↑ | Frances Craven | |
| 5 | KS1 - % level 2+ maths | 91% | 91% | 93% | G | ↑ | Frances Craven | |
| 6 | KS2 - % level 4+ reading, writing & maths (indicator redefined from 2013) | 80% | 77% | 78% | A | ↑ | Frances Craven | Validated figures show an increase in performance compared with last year. |
| 7 | Oxfordshire's rank nationally for KS2 Level 4+ reading, writing & maths | Top quartile by 2014 | 2nd quartile | 2 nd quartile (39 th) | A | ↑ | Frances Craven | |
| 8a | % making expected 2 levels of progression KS1-2 reading | 77% | 92% | 90% | G | ↓ | Frances Craven | |
| 8b | % making expected 2 levels of progression KS1-2 writing | 87% | 92% | 93% | G | ↑ | Frances Craven | |
| 8c | % making expected 2 levels of progression KS1-2 maths | 88% | 88% | 89% | G | ↑ | Frances Craven | |
| 9 | Number of primary schools below KS2 Floor Standard | 2 | 1 | 7 | R | ↓ | Frances Craven | |
| 10 | KS4 - % 5A*-C including English & maths | 61% | 57.9% | 60.6% | A | ↑ | Frances Craven | Updated with validated figures |
| 11 | Oxfordshire's rank nationally for KS4 – 5A*-C including English and maths | Top quartile by 2014 | 3 rd quartile (88 th) | 3 rd quartile (80 th) | A | ↑ | Frances Craven | Updated with validated figures. Oxfordshire was only 0.3%points away from being in the second quartile. In order to be in the top quartile this year you needed to reach 63.8% |
| 12a | % making expected 3 levels of progression KS2-4 – English | 70% | 65% | 71% | G | ↑ | Frances Craven | Updated with validated figures |
| 12b | % making expected 3 levels of progression KS2-4 – Maths | 72% | 71% | 72% | G | ↔ | Frances Craven | Updated with validated figures |
| 13 | Number of secondary schools below KS4 Floor Standard | 0 | 1 | 0 | G | ↑ | Frances Craven | |
| Narrowing the Gap | | | | | | | | |
| 14a | FSM pupils - % making expected progress KS1-2 Reading | 90% | 87% | 84% | R | ↓ | Frances Craven | |
| 14b | FSM pupils - % making expected progress KS1-2 Writing | 91% | 89% | 89% | A | ↔ | Frances Craven | |
| 14c | FSM pupils - % making expected progress KS1-2 Maths | 85% | 82% | 82% | A | ↔ | Frances Craven | |
| 15a | FSM pupils - % making expected progress KS2-4 English | 54% | 46% | 43% | R | ↓ | Frances Craven | |
| 15b | FSM pupils - % making expected progress KS2-4 Maths | 51% | 43% | 45% | R | ↑ | Frances Craven | |
| 16 | School Action Plus pupils - % 5A*-C GCSEs including English & Maths | 15% | 7% | 10% | R | ↑ | Frances Craven | National figures have increased to 23%. |
| 17a | School Action Plus pupils - % making expected progress KS1-2 reading | 77% | 75% | 75% | A | ↔ | Frances Craven | |
| 17b | School Action Plus pupils - % making expected progress KS1-2 writing | 87% | 85% | 86% | A | ↑ | Frances Craven | |
| 17c | School Action Plus pupils - % making expected progress KS1-2 maths | 70% | 68% | 73% | G | ↑ | Frances Craven | |
| 18a | School Action Plus pupils - % making expected progress KS2-4 English | 35% | 33% | 33% | A | ↔ | Frances Craven | |
| 18b | School Action Plus pupils - % making expected progress KS2-4 maths | 30% | 25% | 24% | R | ↓ | Frances Craven | |
| 19 | Looked After Children - % 5A*-C GCSEs including English & maths | 14% (reported cohort) | 9.1% (4/44) reported cohort 4.3% (2/47) whole cohort | supressed | R | ↓ | Frances Craven | Figures supressed due to small numbers. Figure is below the set target |
| 20a | Looked After Children - % making expected progress KS2-4 English | No target set | | 31% (9/35) reported cohort 30% (11/47) whole cohort | - | | Frances Craven | |
| 20b | Looked After Children - % making expected progress KS2-4 maths | No target set | | 26% (8/35) reported cohort 21% (8/47) whole cohort | - | | Frances Craven | |

ECONOMY AND ENVIRONMENT:

| | | Target | Benchmark | Q3 | On Target | Direction of travel | Lead Officer | Notes |
|--|---|----------------------|---|------------------------|-------------------------------------|------------------------|---|---|
| Maintaining and improving our roads | | | | | | | | |
| 1a | Percentage of Category 1A defects made safe within two hours. | 98% | 2012-2013: 98% | 99.4% | G | ↓ | Mark Kemp | |
| 1b | Percentage of Category 1B defects repaired within 24 hours. | 99% | 2012-2013: 98% | 100% | G | ↔ | Mark Kemp | |
| 1c | Percentage of Category 2 defects repaired within 28 calendar days. | 80% | 2012-2013: 75% | 91.7% | G | ↓ | Mark Kemp | |
| 2 | Number of highway defects (in comparison to same quarter in previous years) | Maintain levels | Q2 2012-2013: 10291 | 9092 3.17% increase | G | ↔ | Mark Kemp | |
| 3 | Public satisfaction with the highways service | 50% | 2011: 49% | 50.2% | G | ↔ | Mark Kemp | |
| 4a | Percentage of principle (A roads) network in need of structural (requiring capital spend) maintenance | 5% | Annual indicator based on survey using nationally set methodology | Results due Q4 | G | ↔ | Mark Kemp | |
| 4b | Percentage of non-principle (B + C roads) network in need of structural maintenance | 10% | Annual indicator based on survey using nationally set methodology | Results due Q4 | G | ↔ | Mark Kemp | |
| 4c | Percentage of unclassified roads in need of structural maintenance | 15% | Annual indicator based on survey using nationally set methodology | Results due Q4 | G | ↔ | Mark Kemp | |
| 5 | Percentage of highways maintenance schemes delivered against programme | 80% | This figure will be based on progress against agreed definitive programme | 100% | G | ↑ | Mark Kemp | |
| 6 | Improve the traffic flow into Oxford (reducing congestion – measured in seconds per mile for the average weighted journey time) | 339 | Average speed (seconds) on key strategic routes in Oxford using ANPR technology | 376 | A | ↓ | Mark Kemp | The trends for journey times for winter quarter are typically longer than for other quarters and the variance from Q2 is not considered exceptional. Target is unlikely to be met but will be close to average journey times over previous years. |
| Protecting and enhancing the environment through strategy and infrastructure planning | | | | | | | | |
| 7 | Percentage of minerals and waste applications decided within 13 weeks | 70% | National Average 55% | 72% | G | ↑ | Martin Tugwell/Chris Kenneford | |
| 8 | Percentage of Council's own development applications decided within 13 weeks | 80% | - | 66% | R | ↓ | Martin Tugwell/Chris Kenneford | See Main Report. Overall performance in 13-14 currently 87.5% |
| 9 | Percentage of major District Council applications responded to within deadline | 80% | - | 91% | G | ↑ | Martin Tugwell/Chris Kenneford | |
| Reducing the amount of waste going to landfill | | | | | | | | |
| 10 | Percentage of household waste reused, recycled and composted across the county | 61% | First Quartile – 1st | 61% | G | ↔ | Mark Kemp/Trevor Askew | |
| Providing excellent customer experience through our customer service centre | | | | | | | | |
| 11 | Customer Service advisors answer calls within 20 seconds | 80% | Bucks - 70% in 45 secs Cams - 70% in 20 secs Northants - 80% in 20 secs | 84% | G | ↑ | Graham Shaw/Mark Peet | |
| 12 | Percentage of customers that telephone the customer service centre that hang up before the call could be answered | 5% | Bucks C/C - 8% Cams C/C - 15% Northants C/C - 5% | 5% | G | ↓ | Graham Shaw/Mark Peet | |
| 13 | Customer needs (phone, email, face to face, letters) are dealt with at the first point of call | 80% | - | 98% | G | ↑ | Graham Shaw/Mark Peet | |
| 14 | Percentage of blue badge applications processed within 20 working days | 95% | - | 100% | G | ↑ | Graham Shaw | |
| 15 | Maintain a monthly average of 2500 for booked dial-a-ride journey's | Increasing | - | 2775 | G | ↓ | Graham Shaw | |
| 16 | Percentage of Social Care Assessments completed within 5 working days | 90% | - | 96% | G | ↓ | Graham Shaw | |
| 17 | Concessionary fare applications processed within 10 working days | 95% | - | 95% | G | ↓ | Graham Shaw | |
| Effectively managing our property assets | | | | | | | | |
| 18 | All capital programmes developed and delivered to time and budget | 95% | - | 88% | G | ↔ | Mark Kemp/Trevor Askew | |
| Contract Monitoring | | | | | | | | |
| 19 | All contracts monitored within the agreed timescales | 100% | - | 100% | G | ↔ | Mark Kemp/Trevor Askew | |
| Financial Performance | | | | | | | | |
| | | Target | Financial Monitoring Report (Date) | On Target | Direction of travel | Lead Officer | Notes | |
| 20 | Forecast/actual expenditure for Strategy and Infrastructure is in line with the latest agreed budget | < 2.0% of net budget | -£0.309m or - 3.5% | Yes | Underspend increased | Peter Lerner (interim) | Slippage on planned energy reduction projects and underspends on staffing costs. | |
| 21 | Forecast/actual expenditure for Commercial Services is in line with the latest agreed budget | <2.0% of net budget | +£0.146m or +0.2% | Yes | Overspend decreased | Mark Kemp | Overspend of £0.811m for Highways Maintenance, offset by underspends on Waste Management, Concessionary Fares and the energy costs of street lighting. | |
| 22 | Forecast/actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget | < 2.0% Of net budget | +£0.019m or +0.02% | Yes (*) | Overspend decreased | Graham Shaw | *% is distorted as budget is net of recharges to other Directorates. | |
| 23 | Directorate Reserves (forecast as at 31 March 2014) | - | £7.295m | - | ↓ | Sue Scane | E&E directorate reserves are forecast to decrease by £6.661m during 2013/14. | |
| 24 | Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy | - | 0 | - | n/a | Sue Scane | | |
| 25 | Planned savings for 2013/14 assumed in the MTFP are expected to be achieved | 100% achieved | 82.8% achieved | No | % expected to be achieved unchanged | Sue Scane | Where savings are forecast not to be achieved the Directorate is working to find alternatives. The on-going effect has been considered as part of the 2014/15 S&RP process. | |

PUBLIC HEALTH

| | | Target | National Benchmark | Q3 | On Target | Direction of travel | Lead Officer | Notes | |
|--|--|------------------------|------------------------------------|-----------|----------------------|---------------------|---|---------------|---|
| NHS Healthchecks | | | | | | | | | |
| 1 | Number of people offered a health check | 19557 | n/a | 20329 | G | ↑ | Val Messenger | - | |
| 2 | % uptake of health checks offered | 50% | n/a | 46% | A | ↑ | Val Messenger | | |
| National Children's Measurement Programme | | | | | | | | | |
| 4 | % of all children measured in Reception | 90% | n/a | 93.5% | G | ↔ | Val Messenger | - | |
| 5 | % of all children measured in Year 6 | 90% | n/a | 90.5% | G | ↔ | Val Messenger | - | |
| Sexual Health | | | | | | | | | |
| 6a | Number of staff trained with Safeguarding training (GUM Services) | Level 2 | 90% | n/a | 100% | G | ↔ | Val Messenger | - |
| | | Level 3 | 90% | n/a | 100% | G | ↔ | | |
| 6b | Number of staff trained with Safeguarding training (CASH Services) | Level 1 | 90% | n/a | 100% | G | ↔ | Val Messenger | - |
| | | Level 2 | 90% | n/a | 88% | A | ↑ | | |
| 7 | Percentage of appointments offered within 48 hours (GUM Services) | 99% | n/a | 99.8% | G | ↓ | Val Messenger | - | |
| 8 | Percentage of appointments where client is seen within 48 hours of first contact (GUM Services) | 85% | n/a | 85% | G | ↓ | Val Messenger | - | |
| Financial Performance | | | | | | | | | |
| | | Target | Financial Monitoring Report (Date) | On Target | Direction of travel | Lead Officer | Notes | | |
| 9 | Forecast/actual expenditure is in line with the latest agreed budget | < 2.0% of gross budget | -£2.386m or -9.4% | No (*) | Underspend increased | Jonathan McWilliam | Funded by a ring-fenced grant. The underspend will be placed in the Grants and Contributions Reserve (Part of Cross Directorate reserves below) for use for Public Health purposes in future years. | | |
| 10 | Directorate Reserves (forecast as at 31 March 2014) | - | n/a | - | - | Jonathan McWilliam | | | |
| 11 | Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy | - | 0 | - | - | Jonathan McWilliam | | | |
| 12 | Planned savings for 2013/14 assumed in the MTFP are expected to be achieved | n/a | n/a | n/a | n/a | Jonathan McWilliam | Public Health do not have any savings to achieve in 2013/14 | | |
| 13 | Forecast/actual expenditure is in line with the latest agreed budget | < 2.0% of gross budget | -£2.386m or -9.4% | No (*) | Underspend increased | Jonathan McWilliam | Funded by a ring-fenced grant. The underspend will be placed in the Grants and Contributions Reserve (Part of Cross Directorate reserves below) for use for Public Health purposes in future years. | | |
| 14 | Directorate Reserves (forecast as at 31 March 2014) | - | n/a | - | - | Jonathan McWilliam | | | |

CARE SERVICE

| | | Target | National Benchmark | Q3 | On Target | Direction of travel | Lead Officer | Notes |
|---|--|-------------|--------------------|-------------|-----------|---------------------|---------------|---|
| 1 | Number of lives saved per year against the OFRS 10 year 365Alive target through our emergency response and preventative activity concerning fires and road traffic collisions. | 37 | n/a | 51 | G | ↑ | Stuart Garner | Already exceeded 10 year target |
| 2 | Amount of money saved to the economy per year from reductions in fires involving homes, business and road traffic collisions | £10,000,000 | n/a | £16,548,648 | G | ↑ | Stuart Garner | Already exceeded 10 year target |
| 3 | Number of citizens provided with safety advice / education per year | 84,000 | n/a | 239,033 | G | ↑ | Stuart Garner | Already exceeded 10 year target |
| 4 | Amount of time fire stations in Oxfordshire are available for emergency response | 100% | n/a | 91.99% | A | ↑ | Nigel Wilson | |
| 5 | Percentage of vulnerable clients referred from Adult Social Care offered a Home Fire Risk Check | 100% | n/a | - | - | - | Stuart Garner | Outturn not available until end of financial year |
| 6 | Percentage of Key Stage 4 students offered young driver awareness education programme within academic year | 100% | n/a | - | - | - | Pete Cleary | Outturn not available until end of academic year |

TRADING STANDARDS

| | | Target | 2012/13 Benchmark | Q3 | On Target | Direction of travel | Lead Officer | Notes |
|---|---|---------------|------------------------------|---|-----------|--------------------------------|--------------|-------|
| 1 | Money saved for consumers as a result of our interventions | n/a | £424,549 | £111,457 | N/A | ↑ | Richard Webb | |
| 2 | Consumer Complaint workloads | New indicator | New measure | Priority 1 complaints closed- 45 Priority 2 complaints closed- 369 | N/A | Priority 1: ↓ Priority 2: ↑ | Richard Webb | |
| 3 | Success rate at resolving complaints | TBC | New measure | 40% | N/A | ↓ | Richard Webb | |
| 4 | Consumer and business satisfaction levels (3 months in arrears) | - | Consumer 87% Business 96% | Consumer 90% Business NYA | G | ↑ | Richard Webb | |

IMPLEMENTATION OF COMMUNITY LIBRARY MODEL

| | | Target | National Benchmark | Q3 | On Target | Direction of travel | Lead Officer | Notes |
|--|---|-----------------------|--------------------|----|-----------|---------------------|--------------|-------------------------------|
| | Number of community libraries fully implemented | 21 (by April 2015) | n/a | 0 | G | ↔ | Karen Warren | - |
| | Number of community libraries in negotiation period | - | n/a | 14 | G | ↑ | Karen Warren | Risen from 11 libraries in Q2 |

CORPORATE FINANCIAL PERFORMANCE:

| | | Target | Based on position at end of December 2013 – Reported to Cabinet on 25 February 2014 | On Target | Direction of travel | Lead Officer | Notes |
|---------------------------------|--|----------------------|---|-----------|--|---------------|---|
| 1 | Forecast/actual expenditure for the Council is in line with the latest agreed budget | < 2.0% of net budget | +£3.021m or +0.7% | Yes | Overspend has reduced since Q2 | CCMT | |
| 2 | Cross Directorate Reserves (forecast as at 31 March 2014) | - | £11.697m | - | - | CCMT | Includes the Grants and Contributions Reserve, Vehicle and Equipment Reserve and the ICT Projects Reserve. The forecast balance at March 2014 includes £4.897m Dedicated Schools Grant. |
| 3 | Corporate Reserves (forecast as at 31 March 2014) | - | £1.560m | - | - | Lorna Baxter | Forecast balance at 31 March 2014 relates to the Efficiency Reserve which will be used to support the Medium Term Financial Plan. |
| 4 | Capital Reserves (forecast as at 31 March 2014) | - | £28.892m | - | - | Lorna Baxter | Will be used to finance capital expenditure in future years. |
| 5 | Cash Flow Reserves (forecast as at 31 March 2014) | - | £17.858m | - | - | Lorna Baxter | Being used to manage the cash flow implications of the variations to the Medium Term Financial Plan |
| 6 | Forecast general balances as a proportion of the original gross budget | - | £17.409m or 1.98% | - | n/a | Lorna Baxter | |
| 7 | Forecast total revenue reserves as a proportion of the original gross budget | - | £102.961m or 11.7% | - | n/a | Lorna Baxter | |
| 8 | Capital programme use of resources | 90% | 110% (*) | Yes | Use of resources was 105% (*) in Q2 | Sue Scane | (*) Additional schemes have been added to the programme in 2013/14. |
| 9 | Capital programme expenditure realisation rate | | 49% | - | Actual expenditure was 22% of the total forecast expenditure in Q2 | Sue Scane | Committed Spend is 79% of the forecast |
| Chief Executive's Office | | | | | | | |
| | | Target | Based on position at end of December 2013 – Reported to Cabinet on 25 February 2014 | On Target | Direction of travel | Lead Officer | Notes |
| 10 | Forecast/actual expenditure is in line with the latest agreed budget | < 2.0% of net budget | -£0.338m or -1.6% | Yes (*) | Underspend has increased since Q2 | Joanna Simons | Underspend relates to renegotiation of the mortuary contract under Law and Culture. *% is distorted as budget is net of recharges to other Directorates |
| 11 | Directorate Reserves (forecast as at 31 March 2014) | - | £2.317m | - | ↓ | Joanna Simons | Forecast to reduce by £0.584m by 31 March 2014. |
| 12 | Number of 2013/14 budget virements requested requiring Council approval as they are a change in policy | - | 0 | - | n/a | Joanna Simons | |
| 13 | Planned savings for 2013/14 assumed in the MTFP are expected to be achieved | 100% achieved | 100% achieved | Yes | - | Joanna Simons | |

Political Group Leaders

October 2014

Governance arrangements – scheduling the annual review

1. It was agreed by Council on 2 April that the new governance arrangements approved at that meeting should be reviewed twelve months after their coming into operation.
2. This report seeks Political Group Leaders' views on the shape and timing of that review. It suggests an approach for discussion and includes a potential timeline. The intention is to identify an approach which is both inclusive and effective.

Background

3. The new governance arrangements, as you will recall, sought to engage all members and to slim down bureaucracy while simultaneously creating a flexible and focused form of governance. This involved reducing the number of scrutiny committees from six to three – Performance, Education and Joint Health Overview and Scrutiny – providing a keener focus.
4. In addition, Council approved the concept of Cabinet Advisory Groups to strengthen and support the Cabinet in policy development. A standing advisory group was created in the form of the Transport Advisory Panel. The remit of the Audit and Governance Committee was also changed to take on the majority of the responsibilities of the former Standards Committee and the Democracy & Organisation Committee, which was ended.
5. At the local level, Council recognised the importance of engaging members in their localities and therefore created nine Locality Meetings with a view to maximising the perspectives of local members and to integrate these into the direction of the Council.
6. In April, the Council also endorsed the creation of a statutory body, the Health and Wellbeing Board, which had existed in shadow form for a year previously.

Basis for a review

7. In changing its governance arrangements, Council wished to ensure that the new arrangements actually achieved the twin aims of engaging members more fully and providing a more focused, integrated approach to policy and performance.
8. Council envisaged that the arrangements should be in place for twelve months before undertaking a review. The arrangements came into effect

after the May 2013 elections and therefore a decision on a review is probably best taken to September 2014 meeting of Council. However, to enable an informed decision, it would be appropriate for key considerations to begin a little earlier than that, in early Spring.

Conclusion and potential way forward

9. It's envisaged that the Audit and Governance Committee, with responsibility for the Council's governance and constitutional arrangements, would be the 'lead' body. But clearly the Cabinet, CCMT and the Performance Scrutiny Committee may also wish to comment on the 'effectiveness' of the new arrangements.
10. Group Leaders are asked to consider the proposed outline and timeline for the governance review, at Annex 1 (below).

Peter Clark

County Solicitor and Monitoring Officer

October 2013.

Annex 1

Potential outline and timeline for the Governance Review

Approach:

1. A working group of three members of the Audit and Governance Committee supported by Claire Phillips, Sue Whitehead, and Glenn Watson – reporting to Maggie Scott and Peter Clark and keeping the Leader/Deputy Leader and the Chairman of the Performance Scrutiny Committee informed. The purpose of the Group being to drive the review, ensuring all essential contributions are considered and that a report reflecting on the effectiveness of the new arrangements and any changes (if any) that may be recommended, is delivered to July 2014 Council.
2. Essential contributors are likely to be: Audit & Governance Committee; Cabinet; CCMT; Performance Scrutiny Committee; Political Group Leaders and Council.
3. Consultation is also envisaged with members engaged in other aspects of the governance arrangements, i.e. to gain 'self-review' perspectives: Locality Meetings (or at least meetings of their chairmen); Health and Wellbeing Board or Steering Group; Education and Joint Health Scrutiny Committees; Cabinet Advisory Group/Transport Advisory Panel.

Timeline:

4. To commence after the budget-setting round is over. Effectively from February 2013 – July 2014.

Preliminaries – Informal views from CCMT, Cabinet and Political Group Leaders from 1-20 February 2014

Lead constitutional view: confirmation of scope/requirements + timeline

- Audit & Governance – 26 February

Main Review –

Informal self reviews and input from:

- Health and Wellbeing Board Members
- Political Group Leaders
- Education Scrutiny Committee Members
- Joint Health Overview and Scrutiny Committee Members

Formal Consultation - Performance Scrutiny perspective

- Performance Scrutiny Committee – 13 March

Progress Report

- Audit and Governance Committee – mid April

Review Report and Recommendations

- Performance Scrutiny Committee – 26 June
- Audit and Governance Committee – 2 July
- Cabinet – 15 July

FINAL: County Council Decision Meeting

- 9 September
