



Notice of a Meeting

Performance Scrutiny Committee

Thursday, 12 May 2016 at 10.00 am

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

Membership

Chairman Councillor Liz Brighthouse OBE
Deputy Chairman - Councillor Neil Fawcett

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

Notes: ***Date of next meeting: 23 June 2016***

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	-	John Courouble, Research & Intelligence Manager Tel: (01865) 896163 Email: john.courouble@oxfordshire.gov.uk
Committee Officer	-	Sue Whitehead, Tel: (01865) 810262 Email: sue.whitehead@oxfordshire.gov.uk

Peter G. Clark
Head of Paid Service

May 2016

About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 672,000 residents. These include:

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

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

About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

What does this Committee do?

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

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

A hearing loop is available at County Hall.

AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - Guidance note on back page of the agenda**
3. **Minutes (Pages 1 - 4)**

To approve the minutes of the meeting held on 24 March 2016 (**PSC3**) and to receive information arising from them.

4. **Petitions and Public Address**
5. **Community Safety Agreement - annual business plan (Pages 5 - 30)**

10.10

An account of the work of Oxfordshire Safer Communities Partnership (2015-16) and Safer Oxfordshire Partnership (2016-17) will be presented jointly by the former Chairman of Oxfordshire Safer Communities Partnership, Cllr Sandy Lovatt; the new Chairman of Safer Oxfordshire Partnership, Cllr Kieran Mallon; Head of Prevention, Carys Alty-Smith; Trading Standards and Community Safety Manager, Richard Webb

The Performance Scrutiny Committee is requested to note the report and provide any comments.

6. **365 alive - Annual Report and Vision (Pages 31 - 34)**

10.40

Grahame Mitchell (Assistant Chief Fire Officer) and Carys Alty-Smith (Head of Prevention; Home and Community Safety Team) will present a paper reporting on the progress made in the initial 365 alive vision, and the new vision for the next 6 years.

7. **Future direction for the Multi-Agency Safeguarding Hub (MASH (Pages 35 - 42)**

10.55

Jim Leivers (Director, Children, Education and Families) and Lucy Butler (Deputy Director, Children's Social Care & Early Intervention Service) will present a paper on the work and performance of the MASH.

The Committee is RECOMMENDED to consider the issues outlined in this paper and make any comments to Cabinet on the next steps.

8. **Scrutiny Annual Report 2015-16 (Pages 43 - 66)**

11.25

The annual report has been circulated for information.

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

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

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?

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

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

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

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

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

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on (01865) 815270 or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 24 March 2016 commencing at 10.00 am and finishing at 11.52 am

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 OBE
Councillor Janet Godden
Councillor Stewart Lilly
Councillor Charles Mathew
Councillor Patrick Greene (In place of Councillor Steve Harrod)

Other Members in Attendance: Councillor Carter (for Agenda Item 5)
Councillor Heathcoat (for Agenda Item 5)
Councillor Nimmo Smith (for Agenda Item5)

Officers:

Whole of meeting John Courouble, Research & Intelligence Manager;
Steve Jones, Sue Whitehead (Corporate Services);

Part of meeting

Agenda Item 5 **Officer Attending**
Ian Dyson, Assistant Chief Finance Officer (Assurance);
Sue Scane, Director for Environment & Economy; Mark Kemp, Deputy Director, Commercial, Graham Shaw, Deputy Director – OCS and Dale Stevens, Insurance Manager, Insurance Team; Peter Clark, Head of Paid Service

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.

20/16 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Gray and from Councillor Harrod (Councillor Greene substituting).

21/16 MINUTES

(Agenda No. 3)

The Minutes of the meeting held on 18 February 2016 was approved and signed as a correct record.

22/16 BUSINESS MANAGEMENT MONITORING REPORT FOR THE THIRD QUARTER 2015/16

(Agenda No. 5)

The Committee considered a paper outlining the Council's performance for the third quarter of 2015/16. Director for Environment & Economy, Sue Scane attended, together with Mark Kemp, Deputy Director, Commercial, Graham Shaw, Deputy Director – OCS and Dale Stevens, Insurance Manager, Insurance Team to allow for a focused performance discussion on key areas of concern.

Environment & Economy

There was lengthy discussion of the performance figures with the following matters highlighted:

- 1) The Committee recognised the staff resourcing issues within Environment & Economy and considered its implications across a broad range of services and projects including responding to traffic issues (where demand continued to grow), supported transport, Oxfordshire Together and property, design and construction. The Chairman advised that there would be a future focussed session on property issues.
- 2) There was detailed consideration of the position in relation to potholes, which members identified as a major concern of local residents across the County. In noting that 100% of potholes described as critical for safety had been dealt with members queried the definition and highlighted local concerns. There was a disconnect between targets and public expectation. The Committee also considered detailed information on related insurance claims.
- 3) The Committee noted achievements including responses to District Council planning applications which were being dealt with ahead of target; a number of projects had been completed and work on the Strategic Economic Plan in partnership with the LEP.
- 4) In response to comments the Committee heard that progress was being made in achieving capital receipts.
- 5) There was discussion over concerns with S106 funding and Members raised individual issues. The Chairman hoped issues could be raised outside the meeting and at locality meetings. There was a wider aspect to the way that S106 agreements were being developed and concerns over the lack of local plans that the Committee agreed that this included in the work programme for an in depth look. Councillor Carter commented that this was a significant issue for the Council as a whole and that Scrutiny could act as a catalyst for a very useful discussion.
- 6) The Committee noted the poor figures in relation to wood recycling. They were advised of the fall in the market, that there was no expectation that it would pick

up and that other forms of recycling were also suffering with more material being rejected as contaminated.

- 7) Members generally commended the success of Frideswide Square but highlighted a number of issues around signage; pedestrian routes and the damage to kerbing and discolouration of surfaces. Sue Scane thanked Members for their comments and explained that in any project of this size there was an audit process that would happen once the scheme had bedded in to see if any tweaks were needed.

During discussion of the other areas the following points were made together with specific requests for additional information and/or further consideration.

Adult Social Care

Members flagged up continuing problems with delays in reablement which impacted on the delivery of the delayed transfer of care project.

Children Education & Families

A member referring to paragraph 21 commented that there was still some confusion over the roles of the Regional Schools Commissioner, Ofsted and the County Council in relation to schools improvement and that a written paper would be useful.

In relation to paragraph 19 on the multi-agency safeguarding hub the Chairman advised that the Committee would be considering this at the next meeting.

..... in the Chair

Date of signing 2016

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PERFORMANCE SCRUTINY COMMITTEE -12 MAY 2016

PARTNERSHIP PROTOCOL SUPPORTING THE WORK OF THE SAFER OXFORDSHIRE PARTNERSHIP

Report by the Head of Community Protection Services

Background

1. In March 2016, the Oxfordshire Safer Communities Partnership Board accepted the proposed changes to the partnership at the last ever meeting of the Board following a year-long review. As such, the elected member-led Board has been reconstituted as an Oversight Committee and the officer-led Business Group is now known as the Coordination Group. Overall, the partnership is now called the Safer Oxfordshire Partnership.
2. The Safer Oxfordshire Partnership is one of the thematic partnerships in Oxfordshire. These partnerships are part of a strategic framework that local authorities are expected to put in place to improve outcomes for local people. The Safer Oxfordshire Partnership fulfils the statutory requirement to provide a county-wide strategy group that develops a community safety agreement and plan for the area.
3. The partnership was last reviewed in 2011 prior to the introduction of Police and Crime Commissioners. The review at that time was focussed on revising the partnership (at both Board and Officer Group level) in preparation for the arrival of Police and Crime Commissioners. Since this time there have been important changes in the community safety landscape which impacted on how community safety partners co-ordinate activity to prevent crime and anti-social behaviour (ASB). Some of these changes include:
 - the loss of the County Council's Safer Communities Unit which supported the Partnership;
 - the emergence of issues not foreseen at the time of the review, such as child sexual exploitation and modern day slavery;
 - increased focus on preventing crime through safeguarding vulnerable people (adults and children); and
 - the new duties to support the prevention of terrorism.

Key changes to the Partnership

4. The name changes are only a cosmetic element of the transformation being made to how this partnership will work to improve community safety and reduce crime in Oxfordshire. During a range of discussions and a workshop on the way the partnership wishes to work going forward it was agreed that a key element of the change was to ensure that the partnership operates on a more 'bottom up' and collaborative basis. It was also important to ensure that the constitution of the Partnership reflected statutory accountabilities for community safety.
5. To support this approach, there is an expectation that partners will bring issues to the table for discussion in order to seek agreement on how we can best address these issues together. Moreover, it is recognised that the Coordination Group consists of the experts who understand what the community safety risks are across the county and who can drive forward action to tackle these issues. It will be up to this group to make the changes work in practice. The Coordination Group will also be responsible for developing strong links to the Safeguarding Boards, particularly in forward planning and the identification of priority risks.
6. The elected member-led Oversight Committee will provide support and challenge to the Coordination Group. It will also provide a countywide forum to discuss shared community safety concerns at the senior level, including the Police and Crime Commissioner, and provide a direct link to the Thames Valley Police and Crime Panel.
7. The terms of reference for the Committee and Coordination Group can be found on the Safer Oxfordshire Partnership website:
<https://www.oxfordshire.gov.uk/cms/content/safer-oxfordshire-partnership>

Partnership Protocol and Next steps

8. A working protocol has been developed setting out the relationship between the Safer Oxfordshire Partnership, the district level Community Safety Partnerships (CSPs), the adult and children Safeguarding Boards, the Health & Wellbeing Board, and the Childrens Trust.
9. The protocol sets out the framework within which these Boards will work together to safeguard and promote the welfare of people living in Oxfordshire, including the distinct roles, responsibilities and governance arrangements for each of them.
10. It also refers to the relationship between the Boards and other partnership forums in Oxfordshire and sets out how the Partnerships and Boards will adopt an integrated approach to tackling key issues and commissioning services.
11. This protocol has been accepted by all the main partnerships and Boards.
12. The Partnership has also drafted the Community Safety Agreement for 2016/17. This agreement will be updated in May once the local CSP priorities have all

been confirmed. The Partnership will then commence planning on how we will work together to deliver against the shared priorities.

Recommendation

- 13. The Performance Scrutiny Committee is requested to note the report and provide any comments.**

RICHARD WEBB
Head of Community Protection Services
Oxfordshire Fire and Rescue/ Trading Standards
May 2016

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Safer Oxfordshire Partnership

Community Safety Agreement 2016-17

FORWARD

The Safer Oxfordshire Partnership brings together a range of partners to work collaboratively to prevent crime and anti-social behaviour across the county. Our aim is to make Oxfordshire a safer place for all of our communities. We do this by identifying local community safety priorities, through the four district Community Safety Partnerships, and agreeing our collective community safety priorities, through the Safer Oxfordshire Partnership.

Over the past year we have reviewed our partnership structures so that we have a more 'bottom-up' approach that is driven by local concerns at the district level through our local Community safety Partnerships (CSPs). At the countywide level, we discuss where we have common concerns and agree to work on them collectively as shared priorities. Much of the work of the partnership is driven by the officer-led Safer Oxfordshire Partnership Coordination Group, with scrutiny and challenge provided by the elected member-led Oversight Committee.

It is also essential that there is clarity and understanding between the Safer Oxfordshire Partnership, the CSPs and the other countywide Boards across Oxfordshire and therefore we have collectively agreed a working protocol setting out how we will work together to avoid duplication and gaps in the essential work that we all do to make communities safer. This is especially important given protecting vulnerable adults and children remains at the heart of our work to support victims, tackle offending and work with local communities to keep Oxfordshire safer.

This plan outlines our priorities to do this and how we will achieve them. This year our work will continue to have a particular focus on individuals who may be exploited by others to commit crime or become victims of crime themselves, such as victims of child sexual exploitation and modern slavery, as well as those at risk of radicalisation.

The Police and Crime Commissioner remains a key partner in supporting our work to prevent crime and provide support to victims of crime. We welcome the Commissioner's continued commitment to funding community safety activity across Oxfordshire that the countywide partnership distributes through the Youth Justice Service, Public Health, the district level CSPs and through other County Council services that support victims of abuse and exploitation.

I look forward to working with you all to keep our communities safer over the coming year.

Councillor Kieron Mallon
Chairman of the Safer Oxfordshire Partnership Coordination Group

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INTRODUCTION

What is the Safer Oxfordshire Partnership?

This countywide partnership provides strategic direction for shared community safety priorities in Oxfordshire. The fundamental role of the Safer Oxfordshire Partnership is to coordinate activity around joint priorities to reduce crime and anti-social behaviour.

The Partnership consists of a senior officer/member led Oversight Committee and an officer led Co-ordinating Group. It supports collaboration on community safety issues across the four district-led Community Safety Partnerships (CSPs), Health, the Police, the County Council, Probation Service, the Community Rehabilitation Company, the Prison Service and the voluntary sector and provides support and challenge to member organisations on their engagement with any common risk or shared priority.

Principles of Working Together

A working protocol has been agreed across the multi-agency Boards/ Partnerships that are working to improve the health and wellbeing of Oxfordshire residents and safeguard children, young people and adults with care and support needs who are vulnerable to abuse and neglect. Underpinning this protocol are the principles of thinking partnership working; understanding our own remit and the responsibilities of other partnerships; working together on themes of common interest; sharing information about risk; providing mutual challenge and support; sharing good practice and resources; and working with openness and honesty.

The protocol sets out how the different Boards and partnerships will interface with each other, including reporting; regular liaison and consultation; and escalating safeguarding concerns.

Purpose of the Community Safety Agreement

The legislation states that an annual community safety agreement is required in two tier county areas. This agreement provides a brief summary of our achievements over the past year and sets out our joint priorities for the year ahead. It also sets out our principles for working together and provides information about how the partnership works efficiently and effectively.

A key area of activity for the partnership over the past year has been to coordinate implementation of the new Prevent duty across the county following the introduction of the Counter Terrorism and Security Act 2015. A Memo of Understanding (MoU) setting out the relationships between the city/ district level CSPs, the Safer Oxfordshire Partnership and other countywide Boards is set out in appendix 6 – **TO BE ADDED LATE MAY 2016.**

OUR VISION

**WORKING TOGETHER TO REDUCE CRIME AND CREATE SAFER
COMMUNITIES IN OXFORDSHIRE**

We will deliver this vision through the priorities identified in this plan. Oxfordshire is a low crime area. All our activity will include consideration of inclusivity and access to Oxfordshire services by minority and vulnerable groups. We are committed to work together to ensure that crime levels remain low and that we continue to improve the safety of our communities.

SOME OF OUR ACHIEVEMENTS IN 2015-2016

REVIEW OF THE PARTNERSHIP

Partnership has undergone significant review to ensure it can respond effectively to the changing community safety landscape. A new working protocol clarifies and strengthens the relationship between the safeguarding Boards, the Safer Oxfordshire Partnership and the district level CSPs.

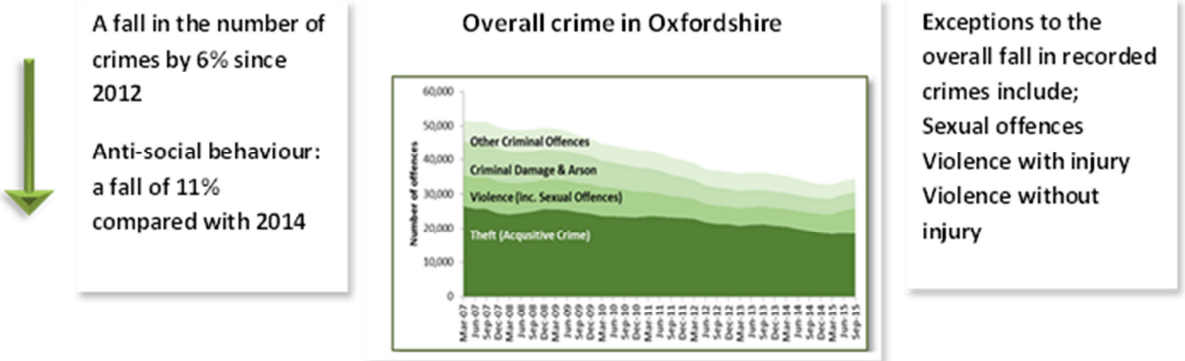
PREVENTING EXTREMISM

CSPs have developed local action plans to deliver Prevent locally. Countywide activity has included development of a MoU to clarify the governance arrangements for Prevent, development and delivery of training to over 550 frontline staff through WRAP (Workshop to Raise the Awareness of Prevent), the inclusion of Prevent in all safeguarding training and raising awareness of Prevent across the schools sector.

REDUCE THE RISK OF ABUSE AND EXPLOITATION

The number of trained domestic abuse champions across Oxfordshire increased from 800 in 2014/15 to 1025 in 2016-17. The Oxfordshire Champions model is also being adopted in other areas across Thames Valley and nationally.

Community mapping work and intelligence sharing through the CSE sub-group of the OSCB has led to the commissioning of street-based activity to raise awareness of CSE in east Oxford and Banbury and materials to raise awareness of CSE with parents and communities.



ACTIVITIES TO REDUCE ANTI-SOCIAL BEHAVIOUR

Cherwell CSP

Activities to reduce shoplifting
Youth activators to deliver diversionary/engagement activities

Oxford CSP

Management of CCTV
IOM focused on gang-related activity
Student Champion schemes

West CSP:

Activities to reduce acquisitive crime
Tackle ASB hot spot areas
Test purchase operations

South & Vale CSP

Support vulnerable high risk victims of ASB
Diversionary projects for young people
Engagement in hard-to-reach rural communities

REDUCE RE/OFFENDING

Public Health support the Refresh Café initiative which aims to provide work/ employment-based interventions, support and real work experience to drug and alcohol users with a history of offending to reduce re-offending and sustain recovery.

There is a continued reduction in the rate of reoffending for young people, who work with the Youth Justice Service. This downward trend is rare in the country and testament to the work of the Youth Justice Partnership. Additionally, we continue to promote effective partnership working with agencies that meet cross cutting agendas, for example our work with risk management and victims.

CSPs undertake a range of activities to deliver the IOM (integrated Offender Management) programme, such as providing housing support for IOM offenders, restorative justice projects and work with perpetrators of domestic abuse.

We report on the impact of community safety funding to the Police and Crime Commissioner every 6 months

OUR PRIORITIES FOR 2016-17

How the priorities are agreed

Each year we produce a Strategic Intelligence Assessment (SIA) for Oxfordshire. The assessment is a snapshot of crime and community safety. It describes future threats and opportunities and helps us to understand crime and disorder issues. The assessment uses data from Thames Valley Police, the Home Office and the Office for National Statistics.

The SIA, together with the strategic objectives of the Police and Crime Commissioner (PCC), and the priorities of the City/District Community Safety Partnership (CSP) Plans, provide the evidence base to agree our countywide priorities. It can be noted that the Office of the Police and Crime Commissioner reviewed their strategic plan in December 2015 and concluded that there would be no changes to their priorities. Following the PCC elections in May 2016 a new plan will need to be developed.

Further Information: Evidence for Shared Priorities

- Appendix 1: Safer Oxfordshire Strategic Intelligence Assessment 2016
- Appendix 2: Police and Crime Commissioner Strategic Objectives
- Appendix 3: City/District Community Safety Partnership Plans and Priorities

Partnership Priorities 2016-17

Our priorities for 2016-17 are to:

- Reduce Anti-Social Behaviour
- Reduce levels of re/offending, especially young people
- Reduce the harm caused by alcohol and drugs misuse
- Protect those at risk of abuse and exploitation
- Reduce the risk of radicalisation and hate crime
- Reduce violence and serious organised crime

Once the district level CSP plans have been refreshed, outcomes will be agreed for each of these shared priorities and an active delivery plan will be updated as activity progresses; see appendix 4.

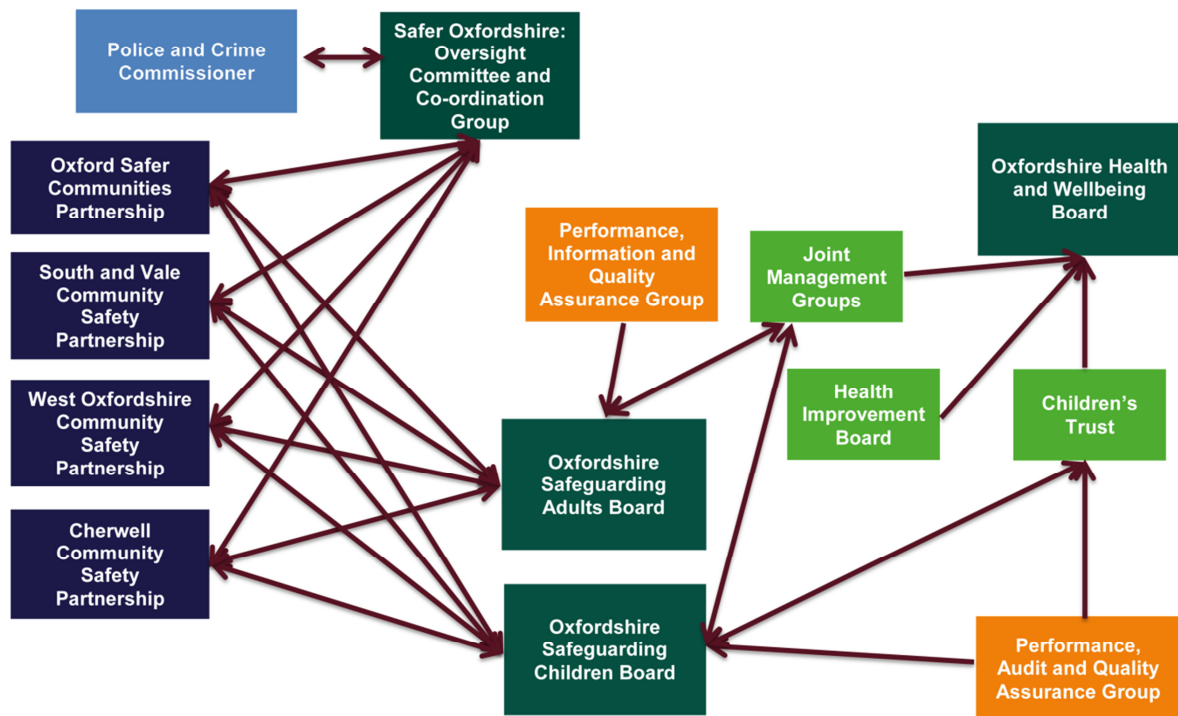
WORKING IN PARTNERSHIP

Safer Oxfordshire Partnership

Led by elected members and supported by council officers, the Partnership provides a coordinated approach to responding to our joint priorities. Representation on the Safer Oxfordshire Partnership includes the County Council (children’s social care, fire and rescue, public health), the City and District councils (who govern the four CSPs), as well as the police, probation service, community rehabilitation company, prison service, Clinical Commissioning Group and the voluntary sector.

Our broad membership ensures strong links between other strategic partnerships, such as the Oxfordshire Safeguarding Children Board, the Oxfordshire Safeguarding Adults Board and the Health and Wellbeing Board. A new working protocol clarifies the relationships and information sharing between the Safer Oxfordshire Partnership, the CSP’s and these other countywide boards.

Figure 2: Safer Oxfordshire Partnership: governance framework



The Safer Oxfordshire Partnership elected-member-led Oversight Committee and Coordination Group are key to ensuring a joined-up approach to shared community safety priorities and the provision of a single point of contact for the Police and Crime Commissioner; see figure 2 above. The role of the Oversight Committee is to provide support and challenge to the Coordination Group on these cross-border community safety priorities.

The Coordination Group will ensure that the statutory requirements at the countywide level are being met. This includes producing the SIA, managing the business planning process, supporting effective information sharing and coordinating reporting to the PCC. Appendix 4 lists the members of both the Oversight Committee and the Coordination Group.

Oxfordshire County Council provides the secretariat function for the partnership. The secretariat also oversees the development of the annual business plan, distribution of funding from the Police and Crime Commissioner and production of the SIA.

Safer Oxfordshire Partnership Website

Safer Oxfordshire

www.oxfordshire.gov.uk

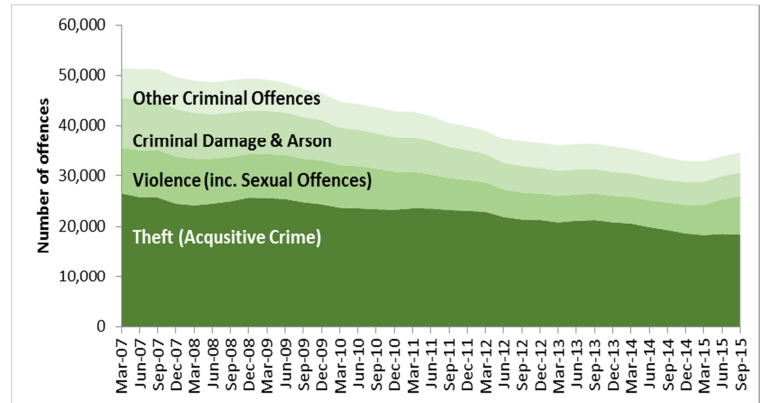
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Appendix 1 Safer Oxfordshire Partnership Strategic Intelligence Assessment (SIA) 2016/17 Executive Summary

EXECUTIVE SUMMARY

- In the 12 months to the end of September 2015 the police recorded **34,556 crimes** in Oxfordshire
- Long-term trends for Oxfordshire show a fall in the number of crimes – by **33%** in the eight years since 2007; by **6%** in the three years since 2012
- However, the number rose between 2014 and 2015 – from 33,524 to 34,556, an increase of **3%**
- Over the same period recorded crime in England and Wales increased by **6%**
- These increases are thought to be due in large part to improved recording practices, particularly for violent crime
- For most types of crime, the number of recorded crimes in Oxfordshire fell between 2014 and 2015. Notable exceptions include:
 - **Sexual offences** – increased from 790 to 1,233, an increase of **56%**
 - **Violence without injury** – increased from 2,764 to 3,815, an increase of **38%**
 - **Violence with injury** – increased from 1,870 to 2,461, an increase of **32%**
- In most cases, Oxfordshire's crime rates per 1,000 people in the population were below the national average in 2015. Notable exceptions include:
 - **Bicycle theft** – rate of 3.3 in Oxfordshire; 1.5 in England and Wales
 - **Theft from the person** – rate of 1.6 in Oxfordshire; 1.3 in England and Wales
 - **Other theft offences** – rate of 8.9 in Oxfordshire; 8.4 in England and Wales



- Across the county’s five districts, Oxford City had the highest rates of most types of crime. Comparing each district with its set of “most similar areas” shows:
 - **Cherwell:** the overall crime rate was above average. Crime types that were above average *and* increasing were: all crime; other crime; other theft; possession of weapons; and shoplifting
 - **Oxford:** the overall crime rate was above average. Crime types that were above average *and* increasing were: all crime; criminal damage and arson; and possession of weapons
 - **South Oxfordshire:** the overall crime rate was below average. No crime types were above average but several showed an increasing trend
 - **Vale of White Horse:** the overall crime rate was below average. Bicycle theft was the only crime type that was above average *and* increasing
 - **West Oxfordshire:** the overall crime rate was below average. No crime types were above average but some showed an increasing trend

- Other community safety and crime data show that:
 - **Anti-social behaviour:** Police data show that there were **9,058 incidents** in the 2015 calendar year, a fall of 11% compared with 2014
 - **Domestic abuse:** there were **3,161 recorded crimes** in the 2015 calendar year, an increase of 34% compared with 2014. There were **8,516 non crime occurrences**, an increase of 2.9% compared with 2014
 - **Exploitation:** There is continued focus on issues of child and adult exploitation, including in particular **child sexual exploitation** and **modern slavery**
 - **Hate incidents:** Numbers of police recorded hate incidents continue to rise, although there is still significant under-reporting
 - **Rogue trading and scams:** There were **292 rogue trading incidents** in the nine months from April to December 2015, a fall of 16% from the same period in the previous year. During the 2015 calendar year there were **36 intelligence reports of scams**.
 - **Mental health detentions:** In 2015 there were **267 detentions** under Section 136 of the Mental Health Act, similar to the 2014 figure (266) and lower than in 2013 (358)

- **Re-offending:** adult re-offending rates in Oxfordshire increased slightly between 2012 and 2013 – from 24.1% to 24.6%. Juvenile re-offending rates fell – from 36.3% to 31.2%
- **Road traffic accidents: 378 people** were reported to the police as killed and seriously injured on Oxfordshire's roads in 2014. This was a slight increase from 2013 but the longer-term trend is downward

The full Strategic Intelligence Assessment can be found by following the link to the [Oxfordshire County Council webpage](#).

Appendix 2 Police and Crime Commissioner Strategic Objectives

The role of the Police and Crime Commissioner (PCC) includes working with the Safer Oxfordshire Partnership to achieve the shared objectives of tackling crime, the causes of crime, and supporting victims and offenders. The PCC has ring-fenced a portion of his budget for community safety activity and gives this funding to the Safer Oxfordshire Partnership for allocation to various different projects and partnerships to reduce crime and anti-social behaviour across the county.

The Safer Oxfordshire Partnership coordinates bi-annual reporting to the Commissioner to account for this funding and ensures that it supports delivery of the PCCs strategic objectives, which are outlined below.

Figure 3: Police and Crime Commissioner Strategic objectives

Strategic Objective 1	Cut crimes that are of most concern to the public and reduce reoffending
Strategic Objective 2	Protecting vulnerable people
Strategic Objective 3	Work with partner agencies to put victims and witnesses at the heart of the criminal justice system
Strategic Objective 4	Ensure police and partners are visible, act with integrity and foster the trust and confidence of communities
Strategic Objective 5	Communicate with the public to learn of their concerns, help to prevent crime and reduce their fear of crime
Strategic Objective 6	Protect the public from serious organised crime, terrorism and internet based crime

For full details of the Police and Crime Plan visit www.thamesvalley-pcc.gov.uk

Appendix 3 City and District Community Safety Partnership Plans and Priorities

Each district level Community Safety Partnership (CSP) is responsible for publishing its own community safety plan. Each plan outlines how the CSP will engage with local communities to reduce crime and the fear of crime and their priorities for the year ahead. These plans are available on the websites below.

	Website Link
Cherwell Community Safety Partnership	www.cherwell.gov.uk
Oxford Community Safety Partnership	www.saferoxford.org.uk
South and Vale Community Safety Partnership	www.whitehorsedc.gov.uk
	www.southoxon.gov.uk
West Oxfordshire Community Safety Partnership	www.westoxon.gov.uk

Appendix 4 Delivering the Priorities 2016/17

The outcomes for each joint priority will be agreed following the publication of the district level CSP plans in May 2016. The delivery plan will be updated as progress continues throughout the year.

PCC Strategic Objective	Joint Priority	Lead Agency	Outcome	Progress update
Cut crimes that are of most concern to the public and reduce reoffending	Reduce anti-social behaviour	Community Safety Partnerships (CSPs)		
	Reduce the level of re/offending, especially young people	Youth Justice Service		
	Reduce the harm caused by alcohol and drugs misuse	Public Health		
Protecting vulnerable people	Protect vulnerable people through reducing the risk of Domestic Abuse and human exploitation	Safer Oxfordshire Partnership/ Oxfordshire Domestic Abuse Advisory Group		
		Oxfordshire Safeguarding Children Board – CSE Sub group		
		CSPs/ Safer Oxfordshire Partnership		
Protect the public from serious	Reduce the risk of radicalisation and hate crime	CSPs/ Safer Oxfordshire Partnership		

PSC5

PCC Strategic Objective	Joint Priority	Lead Agency	Outcome	Progress update
organised crime, terrorism and internet based crime	Reduce violence and serious organised crime	CSPs		

Note: In addition to the shared priorities, the district CSPs are responsible for delivering local priorities which may include theft, burglary, robbery, rural crime, fraud/ cybercrime, as well as supporting multi-agency operations to tackle serious organised crime, managing CCTV for their area and other crime prevention measures.

Appendix 4 Safer Oxfordshire Partnership Membership

Members include representatives of organisations with a statutory responsibility for community safety, and groups key to shaping and delivering the community safety agenda.

Safer Oxfordshire Partnership Oversight Committee:

Cherwell District Council
Community Rehabilitation Company - Thames Valley North
National Probation Service
Oxford City Council
Oxfordshire Clinical Commissioning Group
Oxfordshire County Council: Adult Social Care
 Children, Education & Families
 Fire and Rescue/ Trading Standards
 Public Health
South Oxfordshire District Council
Thames Valley Police
Vale of White Horse District Council
Voluntary Sector
West Oxfordshire District Council

Safer Oxfordshire Partnership Coordinating Group

Cherwell District Council
Community Rehabilitation Company - Thames Valley North
National Probation Service
HMP Bullingdon
Oxford City Council
Oxfordshire Clinical Commissioning Group
Oxfordshire County Council: Adult Social Care
 Early Intervention Service
 Fire and Rescue/ Trading Standards
 Public Health
 Safeguarding Boards
 Youth Justice Service
South and Vale District Council
Voluntary Sector
West Oxfordshire District Council

Appendix 5 Resourcing

The total funding for Oxfordshire available from the Police and Crime Commissioner in 2016-17 is **£778,813** (this is £7,867 less than received in the previous year). In addition, £53k of the Commissioner's funding has been carried forward from 2014-15 to specifically support the community engagement strand of the Oxfordshire child sexual exploitation strategy.

We have approved the allocation of the funding for 2016-17 as set out in Figure 3 below. To monitor this funding, we have agreed a series of strategic objectives with the Commissioner. These are set out in Figure 1 above.

Figure 3: Police and Crime Commissioner Funding distribution

	2014-15 £	2015-16 £	2016-17 £
Public Health	181,127*	65,127	57,127
Youth Offending / Early Intervention Service	257,866	257,866	249,866
Community Safety Partnerships	350,323	350,323	350,323
- Cherwell	64,180	64,180	64,180
- Oxford	121,063	121,063	121,063
- South and Vale	117,111	117,111	117,111
- West Oxfordshire	47,969	47,969	47,969
Domestic Abuse (DA) and exploitation	n/a	111,000	119,133
<i>Violence Against Women and Girls Coordinator (VAWG) – including domestic abuse and exploitation of vulnerable adults and children</i>		45,000	40,000
<i>Additional funding to support DA/ exploitation</i>			
- Support high risk victims of DA			
- DA Champions training			64,133**
- FGM awareness raising			
<i>CSE sub-group: awareness raising</i>		40,000	5,000
		16,000	10,000
		10,000	
Strategic Intelligence Assessment (SIA)	n/a	up to 2,364	2,364
TOTAL	789,316	786,680	778,813

* Just under £53k of the funding for 2014-15 was carried forward to 2015-16 to support activity to prevent child sexual exploitation through the Oxfordshire Safeguarding Children Board child sexual exploitation subgroup. Of this funding, £46.5k was only committed in January 2016 with these activities carrying forward into 2016-17. An additional £10k has been allocated for awareness raising in 2016-17.

**A portion of the £64,133 will be allocated in April once reports on how this funding has had an impact have been received by the partnership. The remaining funding will be distributed through the VAWG strategic lead following the outcome of the current review of Domestic Abuse services which is due to conclude in September 2016.

APPENDIX 6 Prevent - Memo of Understanding

- to be added following 17 May partnership meeting

Appendix 7 Related Plans

A Thriving Oxfordshire: Oxfordshire County Council Corporate Plan 2013-14 to 2017-18

Oxfordshire Alcohol and Drugs Partnership Strategy 2015-2018

Oxfordshire Children and Young People's Plan 2013-14

Oxfordshire Domestic Abuse Strategy 2012-17

Oxfordshire Joint Health and Wellbeing Strategy 2012-16

Oxfordshire Local Transport Plan 2011-30

Oxfordshire Safeguarding Children Board - Tackling Child Sexual Exploitation Professionals' Handbook 2013

Oxfordshire Safeguarding Children Board (OSCB) Strategy to prevent Female Genital Mutilation 2014-2017

Oxfordshire Youth Offending Team Strategic Plan 2014-2016

Thames Valley Police Delivery Plan 2015-16

Trading Standards Service Strategic Plan 2013-14 to 2017-18

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PERFORMANCE SCRUTINY COMMITTEE - 12 MAY 2016

356 Alive Vision

Report by the Chief Fire Officer

Background and context

1. On 1 April 2016 Oxfordshire County Council Fire and Rescue Service embarked on its next 365 Alive Vision. This vision is designed to report over a six year period so that our Service can realign with our Integrated Risk Management Planning (IRMP) cycle in 2022.
2. This policy recognises the full contribution of Prevention, Protection and Response from the combined services including:
 - Fire and Rescue
 - Trading Standards
 - Emergency Planning
 - Gypsy and Traveller Service
 - Road Safety.

365 Alive Vision

3. Our Strategic Aim is encompassed within our Strap Line and will continue to be the Golden Thread that passes through every department and service to achieve our common goals.
4. This will be supported by both the Internet and Intranet promoting the wider community safety agenda.

Working every day to save and improve the lives of people across Oxfordshire

5. This 365alive vision was endorsed by Cabinet and it is our intention to submit the vision to scrutiny throughout the lifetime of the programme to ensure that it delivers the outcomes that we have challenged ourselves to deliver.
6. The Vision consists of five Main Themes.

365alive 2016-2022

1. Prevention, Protection and Emergency Response.

6000 more people alive as a result of our prevention, protection and emergency response activities.

- This will include Rescues from :-
- Fires.
- Road Traffic Collisions.
- Medical Emergencies. (Red 1 and 2 Category)
- (We currently have 5 Co Responder Schemes in the County)
- Floods and Water.
- Height.

2. Education

85000 children and young adults to be educated to lead better and healthier lives. This is through an extensive education programme for Key Stage 1 to 6, and bespoke groups such as children excluded from education.

This includes :-

- Safe Drive stay alive.
- Junior Citizens Trust.
- Phoenix Programme.
- Cycle Safety.
- Schools Visits.
- Choices and Consequences.

3. Vulnerable / Looked After Children and Adults

37500 vulnerable children and adults helped to lead more secure and independent lives, supported by our Safe and Well-being visits.

- This plan will see us assist with the looked after children in our county so that they can access all of the education programmes that we provide.
- This Includes :-
- Safe and Wellbeing Visits.
- Work Experience Placements.
- Fire Cadets.

4. Businesses

20000 Businesses given advice and support to grow.

- This is to support a thriving economy and attract high quality companies to our County.
- This includes :-
- Fire Protection Audits.
- Trading Standards Interventions.
- Building Regulations Consultations.

5. 1,600,000 Safety Messages

We will deliver 1.6 Million safety messages in support of our Campaigns to raise awareness and reduce harm in the community.

Our Performance

7. We are in the First Month of a new Vision, and in normal circumstances we would be looking at the previous year's performance.
8. Our performance will under normal circumstances be presented against the 4 pillars so that each area of performance can be scrutinised against the targets set
9. I provide the first month's data as an early example of the details that will be presented to the Committee for the lifetime of the Vision. As this is so early in the reporting cycle and many measures are reported quarterly, I have provided the detail in the table below to give an over view of the information that we will be presented over the next six years so that we can be held accountable for our progress and attainment against the targets that have been set. In future years I will be able to give a much broader overview with a commentary on the progress so far with a look forward for the remainder of the Vision.

First Months Data (13 reporting lines after the first quarter)

Pillar 1 - 6000 More people alive	141 (Above Target)
Pillar 2 - Education (figures report quarterly)	0
Pillar 3 - Vulnerable looked after Children and Adults (figures reported quarterly)	0
Pillar 4 - Businesses	65 (Below Target)
Safety Messages - Safety Messages Delivered	24,487 (Above Target)

DAVID ETHERIDGE
Chief Fire Officer

Contact: Grahame Mitchell

Assistant Chief Fire Officer.
Fire and Rescue Service
Oxfordshire County Council



OXFORDSHIRE
FIRE & RESCUE SERVICE

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



1.6 Million
Safety Messages

PERFORMANCE SCRUTINY COMMITTEE

12 MAY 2016

FUTURE DIRECTION FOR THE MULTI-AGENCY SAFEGUARDING HUB

Report by the Deputy Director, Children's Social Care
& Early Intervention Service

Background and context

1. On the 26 November 2013, Cabinet received a paper from the Director of Children Services recommending the development of a Multi-Agency Safeguarding Hub (MASH) in conjunction with partner agencies.
2. This was in response to two main drivers. Firstly, an acknowledgement that the overwhelming majority of Serious Case Reviews published in the last four decades had the same issues of poor interagency communication and failed handover arrangements as key contributors to tragic outcomes for children. And secondly, recommendations arising from a Home Office Select Committee on Child Sexual Exploitation in 2013 strongly advocated the setting up of MASH's across the country. This was strengthened by a joint letter from four government departments which went to all Local Authority Chief Executives and Police and Crime Commissioners in March 2015 which stated that their Secretaries of State were 'clear on the need for integrated multi-agency approaches to underpin information sharing ... every agency should commit to this approach.'
3. Following Cabinet's decision in 2013, the Oxfordshire MASH opened with a phased go live, with work from the Children Social Care Assessments teams and all domestic abuse notifications going live on 22 September 2014 and a full roll out on the 27 October 2014.
4. It is interesting to note how the MASH model has been developed across the country. Not every area has adopted a MASH and for those that do there are a variety of models. Whilst most early MASH models focused on children most at risk, later models developed for instance in Sandwell, Leicester and Cheshire have increasingly turned away from this approach and looked at early help intelligence sharing to manage cases lower down the continuum of risk. This model also has a strong focus on key issues such as domestic violence and neglect, or hidden harm. This is a model we are currently exploring with partners.
5. The MASH in Oxfordshire is made up of representatives from Oxfordshire County Council, Thames Valley Police, Oxford Health, Oxford University Hospital Trusts, Oxfordshire Clinical Commissioning Group, National Probation Service, Fire and Rescue Services, Drug and Alcohol Services, Ambulance Service and Education with links to city and district council. It is a multi-agency team of people based at the Cowley Road police centre. It operates as a sealed

intelligence hub where information is shared and decisions about what further action should be taken are made.

6. Whilst the commitment of partner agencies to the MASH is strong and it has made real advances in the handling of domestic violence notifications, performance in the MASH has been of concern. A recent Joint Targeted Area Inspection in Oxfordshire which focused on child sexual exploitation, missing children and the front door which will be published on the 10th May is likely to be critical of our current model in the MASH. Added to this, the transformation of Childrens Social Care over the next year will include elements such as the development of locality and community support teams which will lead to a reshaping of Childrens Social Care's front door. Anticipating these changes, Oxfordshire County Council alongside partners, had already begun a review of the MASH. A new remodelled front door service for Children Social Care will be put in place by the autumn of this year.
7. This paper reflects on what the current issues in the MASH are, what has worked well and outlines the next steps.

Performance Issues

8. Performance Scrutiny has received regular updates on the performance for the MASH via its regular business monitoring meetings. Timeliness of decision-making and issues of capacity have been a concern almost since its inception. In February 2016, the Director of Children Services informed Performance Scrutiny of the necessity to review the MASH. The issues of capacity experienced by Children Social Care have been compounded by the growth in activity, particularly in relation to the increase in the number of assessments and contacts and referrals . These issues have been well rehearsed with Performance Scrutiny.

	Apr 15 to Mar 16
New enquiries in period	20062
Enquiries completed in period	20786
Family enquiries completed in period	11296
Enquiries leading to Referral	6597
Enquiries open at end of period	634
Assessments started	5589
Assessments completed	5510

	1 year pre- MASH	Apr 15 to Mar 16	change
Contacts	18803	20062	7%
Referrals	5769	6603	14%
Single Assessments per working day	11.8	21.0	78%

9. A MASH enquiry is given a 'RAG' rating when it is received. The most urgent enquiries (rated Red) are required to be complete within 240 working minutes (4 hours), Amber rated 480 working minutes (8 hours), and less urgent (Green and un-rated) within 1440 working minutes (24 hours). The timeliness of the enquiry is then calculated from receipt, to a manager's decision being made on further action. Although performance on the most urgent enquiries has remained fairly good, there remain concerns about amber, green and non-rated enquiries.

Timeliness enquiry start to manager decision October 15 - March 16	Working minutes allocated	% enquiries completed on time
Red	240	75%
Amber	480	17%
Green	1440	8%
No RAG/No Info share	1440	61%
Overall		42%

10. The rate of contacts and referrals has risen slightly in the 2 years around the implementation of the MASH, but assessments have increased by 78%. This has led to a drop in the timeliness of completing assessments and impacted on the capacity of the whole of the front door.
11. We are seeking to review the MASH with partners to improve timeliness and to reduce the number of enquiries that require No Further Action (NFA). Currently, 75% of all enquiries into the MASH are designated NFA. This is where enquiries are made to the MASH which do not meet the criteria for further work by Children Social Care. It is believed that Children Social Care can handle these enquiries in a more productive way through the development of its future model. In particular, the introduction of new locality and community support teams will be developed to support professionals worried about a child at an earlier stage and triage enquiries before they get to the MASH.

Resources in the MASH

12. There were difficulties in recruiting to social work posts at the beginning of the MASH. The delay in recruitment meant that the MASH was already experiencing a backlog of cases by December 2014. This was a particular issue for children social care but other partners experienced issues with capacity and backlog as well.
13. In May 2015, a team of additional agency workers were appointed on a 12-week period to add capacity and provide a diagnostic service regarding MASH processes. Whilst this improved the backlog dramatically, issues of timeliness remain.
14. All agencies have put in additional resources to increase capacity and cope with demand. However, this has impacted on the cost and delivery of the MASH. For

instance, this has meant that children social care spent over £1m on the MASH in the last financial year compared to its budget of 750k. Children Social Care currently have a team of 15 workers in the MASH (including admin), this will be reviewed as part of the changes we will make to the front door.

Liaison with referral organisations

15. Other professionals, have informed us that they do not consistently receive feedback on the outcome of their MASH enquiry. This has been a particular issue for schools. Since June 2015, a specific education post was created to work with schools and develop those relationships. It is proposed that the new model with its locality and community support teams can provide direct contact for teachers and other professionals needing advice and guidance regarding children.

Domestic Abuse

16. The development of the MASH has brought some key benefits to the work carried out by Thames Valley Police and Children Social Care on domestic abuse notifications. A new system is now in place where by Thames Valley Police triage all notifications before they refer on to Children Social Care.
17. This has led to an easier identification of domestic abuse cases which need further action. In response to a serious case review involving the murder of a young woman by her abusive partner, the MASH has also implemented a new pathway for young people experiencing domestic abuse.

Next steps

18. The Director of Childrens Services will be taking a paper to Cabinet on May 24 2016 which outlines the future model of Children Social Care services. This will lead to a redevelopment of the front door with the introduction of locality and community support services.
19. A review of the MASH is underway with partner organisations and a new model will be agreed to implement alongside the other changes within Children Social Care. This will enable us to address the concerns raised in this paper and develop a model which improves outcomes for children and families in Oxfordshire, whilst holding on to the key benefits such as strong partnership working and work on domestic abuse.
20. We will take the learning from the Joint Targeted Area Inspection and incorporate those areas for improvement within our new model (please see Annex 1, which is an extract from the letter of findings on Oxfordshire's Joint Targeted Area Inspection which will be published on 10 May 2016. This information is embargoed until that date and at this stage is provided for Committee Members only).

21. We will agree the new model with our partners by the end of May and begin implementation alongside our wider transformation over the summer with a view to full implementation in Autumn.
22. **The Committee is RECOMMENDED to consider the issues outlined in this paper and make any comments to Cabinet on the next steps.**

LUCY BUTLER

Deputy Director, Children's Social Care & Early Intervention Service
Oxfordshire County Council
Tel: 01865 815 165

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Annex 1: Extract from the letter of findings on Oxfordshire's Joint Targeted Area Inspection (embargoed until 10th May 2016) .

- The MASH is currently operating as an information sharing forum; multi-agency decisions are currently made elsewhere. Thresholds for intervention are not generally well understood or appropriately applied by partner agencies, who have a limited understanding of how the MASH operates. Schools describe inconsistent responses to their referrals from the MASH, and they do not always understand how decisions are made. This results in the MASH receiving a high percentage of referrals (75%) that lead to no further action or are stepped down to early help. Many of these referrals should have been sent directly to the early intervention team. Whilst this practice ensures that children and young people are safe, processing of these additional referrals is time consuming and is not considered the best use of resources needed to safeguard children.

- The quality of information contained in referrals from agencies in particular schools when completing a referral was variable. Some was of a good standard, but others lacked key information. This again places additional pressure on staff with in the MASH to gather the required information. Representatives from schools spoken to during the inspection did not know who their agency representative was in the MASH. This is a missed opportunity to network, educate partners on thresholds and build relationships to ease the information flow.

- Information requests from the MASH to police, health and probation are dealt with quickly if any potential risk to a child has been identified. However, general requests for information that would support assessments are delayed. At the time of the inspection, the police had a queue of a 100 cases waiting to be processed and the national probation service (NPS) were only responding effectively in cases were risk had been identified.

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**OXFORDSHIRE
COUNTY COUNCIL**

Scrutiny Annual Report

2015 – 2016

Foreword

The council has continued to face a changing and difficult working environment this year. Budget pressures and the shifting local government landscape have meant that the role of the council is changing and this trend is likely to continue over the coming years.

In spite of these difficulties, Oxfordshire County Council's scrutiny committees have responded well, keeping a focus on priority issues where scrutiny can add real value and insight. They have strived to inform decision-making and challenged process and service delivery where they can make the most impact and effect on outcomes for Oxfordshire residents.

All scrutiny committee members are committed to ensuring that scrutiny is as effective as it can be. Part of this involves the different committees working closely together to ensure that there is agreement and coherence across the board. This year, we as Chairmen have been committed to meeting quarterly to discuss issues affecting all scrutiny committees and to ensure that scrutiny is smooth, efficient and effective.

We are proud of all that the scrutiny committees have achieved this year, and look forward to a challenging but effective 2016/17.



**Cllr Liz
Brighthouse OBE**

Chairman of the
Performance Scrutiny
Committee



**Cllr Yvonne
Constance OBE**

Chairman of the
Oxfordshire Joint Health
Overview and Scrutiny
Committee



**Cllr Mark
Gray**

Chairman of the
Education Scrutiny
Committee

1. Introduction

- 1.1. This Scrutiny Annual Report provides a summary of the work of the council's overview and scrutiny function in 2015/16. This function includes the council's three Overview and Scrutiny Committees, and any Cabinet Advisory Groups which have been appointed by Cabinet in this time.
- 1.2. This report is structured by committee. It explores some of the areas of work each of the committees has undertaken over the last year and highlights where influence has been greatest. It emphasises areas where scrutiny has had a tangible impact on decision-making, and therefore on the lives of the people of Oxfordshire.
- 1.3. Membership details for the Scrutiny Committees and Cabinet Advisory Groups are provided in Annexes 1 and 2 respectively.

2. Performance Scrutiny Committee

2.1. The Performance Scrutiny Committee has a membership of 11 county councillors and is chaired by Cllr Liz Brighthouse OBE. The county councillor membership is politically proportional to the membership of the Council. The committee met nine times in 2015/2016. Some of its key functions, as outlined in the constitution, include:

- Scrutinising the performance of the council;
- Providing a focused review of corporate performance, directorate performance;
- Scrutinising financial reporting and budgets;
- Raising queries or issues of concern that may occur over decisions being taken in relation to adult social care, to provide a specific committee for addressing such queries;
- Discharging the Council's scrutiny responsibilities under the Crime and Justice Act 2006, to review and scrutinise decisions made or actions taken by community safety partners.

2.2. In total this year, 14 members of the public have addressed the committee.

Service and Resource Planning

2.3. The Performance Scrutiny Committee has overall responsibility for scrutinising budget proposals. The preparation of budget proposals for the period 2016/17 presented fundamental challenges for the council as the total savings required over a decade from 2010-20 rise towards £350m. Cuts to the grant the council receives from government continued, and the savings required increased beyond the planned "worst case" scenario at short notice with publication of the draft Local Government Settlement in December 2015.

2.4. The committee is committed to the principle of transparency in the budget setting process and worked to scrutinise the early proposals made for budget savings at its meeting in December 2015, prioritising those which were least acceptable - notably services to the most vulnerable and those caring for them - including through consideration of responses to the consultation, analysis of these, and representations made in person. However the increased savings target at late notice reduced the impact it was possible for this scrutiny process to have.

2.5. The committee has continued to ensure that there is effective challenge to proposals through improved briefing and engagement of all members, not just committee members, during the process of scrutinising major issues. In particular, all-member briefings have been organised on issues including finance and the restructure of the Early Intervention Service, with invitations extended to all Councillors not solely members of the committee.

2.6. A number of areas of investigation identified in last year's report by Performance Scrutiny during the service and resource planning process have

had high profile this year. These included the impact of the living wage on costs in social care, the reshaping of early intervention services, the frontline role and digital role of the libraries service, and the need to review performance targets. In working to shape policy on the future of the council the committee examined and commented on an emerging draft of the new corporate plan at its January meeting.

- 2.7. Next year the committee also expects to need to engage with proposals for significant savings and cuts. Given the greater certainty about the path for local government spending there may be an opportunity to scrutinise emerging proposals at an earlier stage.

Performance Management

- 2.8. The committee has continued with the practice of examining the overall performance report quarterly but undertaking a more detailed examination of one directorate area per quarter, supported by the Director and other relevant staff. This has enabled more in-depth consideration and challenge of particular service issues.

Meeting date	Directorate focus
25 June 2015	Children, Education & Families
24 September 2015	Social & Community Services
7 January 2016	Children, Education & Families
24 March 2016	Environment & Economy

- 2.9. The Performance Scrutiny Committee is committed to scrutinising both direct delivery by the council, and the performance of contracts, commissioned services and partnerships, as the council increasingly commissions services rather than directly providing them.
- 2.10. More broadly, committee members and officers have continued to engage in the improvement of performance reporting structures throughout the year in order to ensure that performance management remains robust and fit for purpose in future.
- 2.11. In addition to examining overall performance the Performance Scrutiny Committee has played a vital role in the council's planning and delivery of some of its highest priority services. Safeguarding children, adult social care and community safety have featured strongly in the committee's scrutiny this year.
- 2.12. As well as regular scrutiny of individual service areas the committee frequently undertook more detailed examinations of specific areas of performance when necessary. For example, consideration of financial savings in relation to Environment and Economy activities prompted a more broad and thorough consideration of those activities at a subsequent meeting. Similarly, routine scrutiny of performance within Children, Education and Families activities raised concerns over attainment by absent or excluded children and prompted a more detailed session on looked after children at a subsequent meeting.

- 2.13. The committee has been actively involved in discussing future developments in performance monitoring across the council. At its February 2016 meeting, the committee gave unanimous support for a more streamlined, outcome-based approach to performance, with measure linked closely to the priorities in the Corporate Plan. Members also had the opportunity to shape the role of the committee in the performance reporting process and agreed that 'deep dives' will also be done at meetings, offering supplementary performance narrative (i.e. benchmarking, value for money, qualitative feedback). The committee suggested that these may trigger task-finish groups of 2-3 committee members, who would report back to the main committee and so potentially increase the committee's capacity for detailed scrutiny.

Crime and Community Safety

- 2.14. In May 2015 the committee scrutinised an update of the Police & Crime Plan 2013-17, an account by Chief Constable Francis Habgood of the performance of Thames Valley Police against the Delivery Plan for 2014-15, and the equivalent Delivery Plan for 2015-16. The committee probed the balance between crime rates and the potential for budget cuts, and explored the complexity of forecasting and resourcing future policing activities in view of changing demographics and delivery technologies.
- 2.15. Related themes featured in the June 2015 meeting, in scrutiny of the countywide Oxfordshire Community Safety Partnership's priorities for the coming year. The committee discussed the process for risk assessment and intervention, and the importance of working with all partners including at District and Parish levels. Discussion also touched on the council's approach to implementing the Government's PREVENT anti-extremism agenda.
- 2.16. In September 2015 the Chief Fire Officer presented the Oxfordshire County Council Fire and Rescue Service (OFRS) Annual Report 2014-15 which informed the committee's scrutiny of the service's future work. Members considered the implications of the partnership between the Fire and Rescue Service and the South Central Ambulance Service and queried the potential for response targets to be stretched beyond current levels.
- 2.17. Reflecting the committee's increasingly strategic approach to scrutiny, the committee resolved in future to consider in parallel the annual Oxfordshire Community Safety Partnership Business Plan, the annual Thames Valley Police & Crime Commissioner Police and Crime Plan and Annual Report, and the Thames Valley Police Delivery Plan.

Safeguarding Children

- 2.18. The committee's scrutiny activities help to ensure the council is effectively safeguarding the most vulnerable people within our communities. Having explored the council's Thriving Families programme during the May 2015 meeting, the meeting in June 2015 went on to consider a range of children's issues alongside the quarterly performance monitoring report. Members' concerns over certain aspects of performance, particularly in light of

increasing demand and likely reductions of resources, prompted agreement to carry out a focused session on vulnerable and looked after children at a future meeting.

- 2.19. The November 2015 meeting considered the council's action plan following Ofsted's recent "good" assessment of all aspects of children's services. The committee made recommendations intended to improve even further on successes such as fostering services and governance arrangements for the interaction between the council and voluntary groups. The committee then considered a briefing by officers on missing children in Oxfordshire and tested the council's provision of adequate safeguarding measures.
- 2.20. The background to the increase in child protection cases was scrutinised, and although the situation was worrying it was noted that the council compared well with other good-performing authorities. Members expressed concern at high caseloads and asked that the Chairman be alerted to any changes between meetings. Members also received a briefing on the Child Sexual Exploitation stocktake report.
- 2.21. The annual reports of the Safeguarding Boards were presented to the committee in January 2016. The committee has requested in future that these are brought earlier in the financial year, in order to enable scrutiny in advance of council, and officers are working to enable this.

Adult Social Care

- 2.22. Having touched on adult care issues in May 2015's discussion of Oxfordshire's Thriving Families report, in September 2015 the committee looked in more detail at adult social care issues. Time was devoted to understanding the nature and extent of performance information being collated by the council in response to national standards in this area, and it was recognised that overall Oxfordshire was in the top performance quartile of authorities nationally. Members explored three main areas of concern: delayed transfers of care, reablement and home care. Ultimately the committee recorded concerns over funding, sustainability of resources and recruitment and retention of a skilled workforce.
- 2.23. At its December 2015 meeting, focusing on the council's proposed budget reductions, the committee considered representations from Age UK, among others, concerning adult social care. Following detailed consideration the committee identified 12 savings proposals in this area as being among those that would be least acceptable. These predominantly related to support for the most vulnerable service users, and their carers. While this demonstrated the committee's determination to bring challenge where proposed changes might detrimentally affect council services, ultimately however the subsequent Local Government Settlement announcement required savings even beyond the magnitude under consideration.
- 2.24. Returning to adult social care at their January 2016 meeting, the committee heard from the Independent Chair of the Oxfordshire Safeguarding Adults

Board, and assessed progress towards implementing the Oxfordshire Adult Social Care Workforce Strategy, including the council's proposed delivery plan and governance arrangements. Members noted concerns over severe pressure points in relation to the increased complexity of cases and activity in the system, particularly in light of tightening budgets.

Other Issues

- 2.25. The committee undertook scrutiny on a range of other issues during the year, many of which had broader strategic relevance to the areas noted above. This included looking at the outcomes of consultation. In addition to the budget consultation, a major scrutiny exercise was undertaken at the November 2015 meeting to analyse public feedback to the council's Supported Transport consultation, and the potential impact of the proposals on areas such as adult care and rural deprivation. A list of concerns over the consultation exercise and its conclusions was subsequently put to Cabinet. Rural deprivation was also a feature of the committee's September meeting, where the council's Community Information Networks were considered.
- 2.26. The committee also scrutinised the proposed changes to early intervention services at their February 2016 meeting in advance of a Cabinet decision. Performance Scrutiny recognised the financial and demand imperatives facing children's social care, and made recommendations around the use of the additional funding protected by Council to maintain as many services as possible in appropriate locations, with as much open access provision as possible, requesting this be delivered through the undertaking of a "service and geography gap analysis".
- 2.27. The committee supported the ambition of any local areas, voluntary groups, district, town, and parish councils, and independent providers who wish to operate a children's centre which would otherwise close with no, or significantly reduced, council funding, and was keen to see an emphasis on the full age range of children and young people being supported by the service, in order that 'early help' is delivered across the 0-19 age range and youth engagement could be maintained.
- 2.28. In addition to a discussion focused around changes to the public-facing service Performance Scrutiny also discussed the council's role in education, and action on safeguarding. On these issues Performance Scrutiny expressed concern that Oxfordshire may "lose out" as a result of a weakened relationship with schools, and asked that education-related policy form part of devolution discussions.

Call In

- 2.29. The call-in procedure allows the Performance Scrutiny Committee to compel the Cabinet to reconsider a decision made by its members, but not yet implemented. There must be compelling grounds for review. The committee considered one call in request this year at a special meeting in February 2016.

- 2.30. This request was in response to a councillor petition meeting the requisite number of signatures, and related to a Cabinet Member decision titled "Proposed Bus Lane & Parking/Waiting Restrictions – Orchard Centre (Phase 2), Didcot", particularly pertaining to traffic regulation orders consequential to a planning decision by South Oxfordshire District Council. The committee agreed that this decision should be referred back to Cabinet.
- 2.31. Following representations from members of the community, the Chairman agreed that the committee should scrutinise the process for granting licenses relating to road closures for the delivery of the Hospital Energy Project around Headington, and extended an invitation to the OUHNFT to discuss the adequacy of public consultation. This took place in February and the committee recommended a review of the protocol on Member Engagement with regard to petitions and its general effectiveness, and asked audit and governance committee to consider a review of key decisions in the next constitutional review.

Forward Planning

- 2.32. The council continues to face severe challenges around both funding and demand. This will bring significant changes both in terms of how the council itself operates, and how services are delivered. Both of these will be themes for the Performance Scrutiny Committee in 2016-17, as well as continuing the ongoing scrutiny of performance, and the management of any call-ins.
- 2.33. Recognising the increasing importance of working in partnership and effective commissioning the committee is likely to wish to look at these in more detail in the coming year, including scrutiny of the council's commissioning framework, and examination of the annual 'partnerships report' in addition to the standing item at full council.

3. Education Scrutiny Committee

- 3.1. The Education Scrutiny Committee has a membership of 11 county councillors, 3 co-opted members (including non-voting members) and is chaired by Cllr Mark Gray. The county councillor membership is politically proportional to the membership of the Council. The committee met five times in 2015/2016.
- 3.2. The Education Scrutiny Committee provides a county wide view of the provision of all the schools in Oxfordshire. As stated in the Terms of Reference of the committee, the key functions of the committee include:
- To assist the Council in its role of championing good educational outcomes for Oxfordshire's children and young people;
 - To provide a challenge to schools and academies and to hold them to account for their academic performance;
 - To promote joined up working across organisations in the education sector within Oxfordshire;
 - To review the bigger picture affecting academic achievement in the county so as to facilitate the achievement of good outcomes;
 - To represent the community of Oxfordshire in the development of academic achievement across the county, including responding to formal consultations and participating in inter-agency discussions;
 - To contribute to the development of educational policy in the county.
- 3.3. In 2015/16 there was a standing working group chaired by Cllr Peter Handley, focusing on issues around Young People Not in Education, Employment or Training (NEETs). The group concluded its work in December 2015 when it presented its key findings and recommendations to the committee.

System Diversity & Relationship with Academies

- 3.4. The academies programme has transformed England's educational landscape, and so in 2015-16 the committee was keen to consolidate its understanding of the changing educational landscape in Oxfordshire so that it could champion excellent educational outcomes for children in the county in an effective way.
- 3.5. By looking at national and local trends in education, members considered the complex education system in the county and the main responsibilities of the council in relation to academies. The committee was clear that the council must continue its role as a community leader and work together with all its education partners in the county, stressing that they all have a moral duty to cooperate to enable children and young people in Oxfordshire schools to achieve their potential.
- 3.6. One key question for the committee was around how to scrutinise and challenge academies in the absence of formal powers. Martin Post, the Regional Schools Commissioner, was invited to address the committee on

this issue at the July 2015 meeting. The discussion helped send an important message in terms of the need to ensure that no school – council maintained or academy – remains un-scrutinised so that the best outcomes are achieved for all the children in the county.

- 3.7. The committee warned against over reliance on local authorities for local intelligence when there is increasing pressure on the council's resources, and stressed that there is a need for more clarity in relation to the Regional Schools Commissioner's role in relation to the free school policy and pupil place planning. The committee used the discussion as an opportunity to raise local concerns and make sure the Regional Schools Commissioner was aware of local challenges and issues. It was agreed that the Regional Schools' Commissioner will return to speak to the committee in a year's time.

Ofsted Framework for the Inspection of Local Authority Arrangements for Supporting School Improvement (LAASSI)

- 3.8. In November 2014 the government introduced a new statutory framework for inspections of local authority arrangements for supporting improvement in schools. The aim of these inspections is to assist local authorities in their duty to promote high standards and fulfilment of potential so that all children and young people benefit from a good education.
- 3.9. Over a number of meetings, the committee looked into detail at the focus areas for inspection, the national context, the risk assessment for the local authority and the steps taken to date by the county council to prepare for an inspection under this framework. The committee's forward plan of items for future consideration was amended to reflect the priority areas identified. This has helped ensure that the work of the committee is targeted on the most important areas so that the council is fully prepared in the event of an inspection of its school improvement services.
- 3.10. To further consolidate the committee's work in this area, Sir Robin Boshier, Ofsted Regional Director, was invited to address the committee in October 2015 on the work of Ofsted and its current priorities. In discussion with Sir Robin, the committee sought to clarify its role in providing a constructive challenge to schools and academies and in assisting the council in its role of championing good educational outcomes for children and young people in Oxfordshire. Sir Robin provided examples of best practice in terms of the scrutiny function in different local authorities across the country and explained that despite education being an evolving landscape, there is a clear role for elected members to play in scrutiny. Members reiterated their commitment to learning from best practice in other local authorities and to working with Her Majesty's Inspectors.

Educational Attainment of Vulnerable Groups

- 3.11. Last year the committee identified educational attainment of vulnerable children as a priority area. In 2015-16 the committee continued to scrutinise the council's work to improve outcomes for disadvantaged children.

- 3.12. At the July 2015 meeting, the Deputy Director for Education & Learning presented a report on the steps being taken to narrow the gap in achievement between vulnerable learners and other pupils. During discussion members considered the particular problems of small rural schools, and highlighted the fact that yet more work is required around supporting children from disadvantaged backgrounds. The committee stressed that role models in schools were important and careers advice must start at primary school level to be effective.
- 3.13. The committee also scrutinised the arrangements for supporting children on the edge of care and looked after children, and the Chairman of the committee paid a visit to the Virtual School for Looked After Children to see first-hand the support provided.
- 3.14. The committee will continue to monitor this issue and hold officers to account.

Use of Schools Revenue Balances

- 3.15. Following up on last year's work, the committee continued to scrutinise the use of schools' revenue balance. Last year the committee was keen to understand current levels of reserves held by schools and academies in Oxfordshire, and raised concerns over schools keeping large reserves. The committee firmly championed the principle of spending today's funding for today's children.
- 3.16. Acting on the committee's recommendation, meetings were held with maintained schools in Spring 2015 to challenge plans for use of balances, where schools had consistently retained surplus revenue balances at the end of the last four financial years. The Cabinet Member for Children, Education & Families and the Chairman of the Education Scrutiny Committee attended the meetings along with the Interim Deputy Director for Education & Learning and the Finance Business Partner for Children, Education & Families. The Headteacher and Chair of Governors or Finance Governor attended from each school. At these meetings, schools were:
- questioned about differences between projected year balances and actual outturn
 - asked to explain how the balances had arisen, what the plans were for use of balances, and the reasons for any delays in implementing plans
 - challenged about any areas where performance appeared low
 - asked whether they thought they had any gaps in expertise on their Governing Body, particularly in relation to finance
 - if governors received sufficient financial information and in a clear format, to allow them to effectively fulfil their responsibilities for overseeing the management of the resources available.
- 3.17. The meetings helped uncover the various reasons behind each school's surplus balances, and overall the panel concluded that the schools were

managing their budget effectively, especially in light of the challenges facing small schools and the uncertainty around rapid expansion.

- 3.18. The committee also received an update on the 2014-15 Year End Balances in its October 2015 meeting, which showed that overall the level of balances for the 41 schools previously identified as having consistently held surplus balances has reduced by £700,795, a reduction of nearly 15% on the 2013-14 balances, with 28 of the 41 schools showing a reduction.
- 3.19. The committee welcomed the overall reduction in balances, and urged officers to continue to scrutinise and challenge schools on their use of balances.

Breakfast Clubs

- 3.20. At the recommendation of the Council, the committee considered the local provision of breakfast clubs in schools in its April 2015 meeting. There are 187 breakfast clubs in Oxfordshire, but less than 7% of 5- to 11-year-olds have access to them. For the 53,971 primary school children in this age range, there are only 3,581 places at breakfast clubs. Research shows that these clubs can play an important role in raising attainment, improving absence rate and lateness.
- 3.21. The committee heard that the most significant challenge to breakfast provision in schools is finance, as schools and academies have to either use their own resources or seek charitable or private business grants to set up and run breakfast clubs.
- 3.22. The committee noted the clear benefits linked to the provision of breakfast in schools including improved attendance, attention, behaviour and learning. Members were adamant that all schools and education partners should be encouraged to set up breakfast clubs and link up with schools or academies which do have breakfast clubs. As recommended by the committee, a letter was sent to all Headteachers and governing boards in Oxfordshire to ask them to consider setting up breakfast clubs. The committee's call for more schools to consider providing a breakfast club was covered in the local media, adding further weight to the recommendation of the committee.

Young People Not in Education, Employment or Training (NEETs)

- 3.23. At the July 2015 meeting of the Education Scrutiny Committee, it was agreed to set up a working group to consider in further detail the issue of young people not in education, employment or training (NEETs) in Oxfordshire. The group was chaired by Cllr Peter Handley, and membership consisted of the following Education Scrutiny Committee members: Cllr Mark Gray, Cllr Michael Waive, and Cllr Steve Curran.
- 3.24. The group looked at the overall numbers of NEETs in Oxfordshire and scrutinised the way the county council is meeting its statutory duties in relation to NEETs. Members heard that figures have improved significantly over the last few years and that Oxfordshire is in a strong position compared to its

statistical neighbours. The working group also discussed the employment and apprenticeship opportunities available to young people in Oxfordshire, and heard from officers that the county council is working closely with local employers and schools to match job opportunities with young people and to make sure young people have the right skills and training when they leave education.

- 3.25. Overall the working group were satisfied that the county council has robust systems in place to deal with NEETs and acknowledged that while individual cases of concern may occur, the county council provides appropriate support to young people not in education, employment or training in Oxfordshire and that the system used for updating children leaving education is working well.

Recruitment & Retention of Teachers

- 3.26. As schools across the country are facing a teaching recruitment crisis, the committee was keen the local picture in Oxfordshire and understand what the Council and other educational partners have done so far to support the recruitment and retention of teachers in the county, and what more needs to be done both locally and nationally. A range of educational experts were invited to address the committee including the Director of the Oxfordshire Teaching Schools Alliance, Headteachers from schools in both rural and urban settings, and the Head of the School of Education at Oxford Brookes University.

Forward Planning

- 3.27. The committee will continue to look at the attainment of vulnerable learners to ensure that the county council is taking effective steps to narrow the gap in attainment. It is envisaged that the committee will continue to develop its relationship with the Regional Schools Commissioner and the Ofsted Regional Director, as they are both due to address the committee again in 2016-17. In addition the committee will consider issues such as elective home education, the provision of school places in areas of growth, permanent exclusions and behaviour in schools.
- 3.28. There are planned visits of the committee to the Endeavour Academy in Oxford which provides specialist support for children and young people with autism and learning difficulties, and to the UTC Oxfordshire in Didcot, reflecting the members' keen interest to engage more with individual schools.
- 3.29. The committee will continue to use its knowledge and expertise to provide challenge and scrutiny to ensure that the county council fulfils its obligations as champion of children in Oxfordshire in an environment in which many of the county council's statutory powers and resources have diminished considerably.

4. Health Overview and Scrutiny Committee

- 4.1. The Oxfordshire Joint Health Overview and Scrutiny Committee (OJHOSC) is a joint committee that has a membership of 7 county councillors, five district councillors, and three co-opted members and is chaired by Cllr Yvonne Constance OBE. The committee met six times in 2015/16. The key functions of the committee include:
- To review any matter relating to the planning, provision and operation of health services in Oxfordshire
 - To review and scrutinise services commissioned and provided by relevant NHS bodies and relevant health service providers
- 4.2. In total this year, 7 members of the public have addressed the committee.
- 4.3. The committee looked at a variety of health related issues and services to ensure the best health care provision for the residents of Oxfordshire. This report provides a review of seven key areas of the committee activity over 2015/16:

Delayed Transfers of Care

- 4.4. Delayed transfers of care have been a significant area of poor performance in Oxfordshire's health and social care system and, as a well-publicised issue, have been on the committee's radar for some years. In 2015/16, it was reported that, at any time, there were around 150 patients whose clinical care had been completed but remained in hospital waiting to be discharged. Whilst over the past couple of years, health and social care providers have worked to solve this issue, delays have not been significantly reduced.
- 4.5. In December 2015, a new initiative was proposed by the incoming CEO and management of Oxford University Hospitals NHS Foundation Trust to reduce delays. The committee requested that health representatives attend an extraordinary committee meeting to outline their pilot scheme designed to transform patient discharge. The scheme, 'Rebalancing the System' proposed that OUH purchase 150 beds in care homes for three months and close 75 acute beds. This would deliver home and nursing-home based care by redeploying resources outside of hospital. The committee agreed to support the pilot requiring OUH to report on progress and to consult fully with the public if it was decided to make the scheme permanent.
- 4.6. The committee is well placed to take a whole system view. At the December 2015 meeting, members were able to scrutinise the design of the system and note the risks of availability of beds and staff to serve them and question how the pilot would be monitored. The December discussion ensured that HOSC provided an additional layer of public scrutiny throughout the pilot scheme. At the following OJHOSC meeting in February 2016, representatives from the key organisations provided a progress report update. In April 2016, the health partners are scheduled to attend a further meeting of OJHOSC, to provide a

detailed evaluation of the successes and challenges of 'Rebalancing the System' over the 2015/16 winter months.

Transformation of Healthcare in Oxfordshire

- 4.7. The committee has long taken an interest in the integration of health and social care and the broader transformation of healthcare in Oxfordshire. In November 2015, Stuart Bell, Chief Executive of Oxford Health NHS Foundation Trust and Chair of Oxfordshire's Transformation Board attended OJHOSC to discuss the challenges facing Oxfordshire's health and social care system, and the vision for whole system transformation. A key part of this vision relates to developing a more integrated health and social care system. Members were able to scrutinise all aspects of the transformation plans examining issues such as workforce planning, population growth and public engagement.
- 4.8. At the December 2015 meeting, representatives from key health partners attended the extraordinary meeting of OJHOSC to inform members of the health and wellbeing aspects of the devolution proposal being presented to central government. They described how the proposal is designed to reduce the complexity of the current system by creating one system that brings together budgets, commissioning and decision making. OJHOSC members were able to provide some of the first public scrutiny of Oxfordshire's devolution plans. It was agreed that HOSC would receive future updates to enable scrutiny of the scheme as it progressed.
- 4.9. OJHOSC's scrutiny of the transformation of healthcare in Oxfordshire in 2015/16 underlines that the committee is well placed to offer scrutiny of the whole system of health and social care in Oxfordshire and the strategic direction of travel as it progresses.

Future of Intermediate Care

- 4.10. The committee has taken a close interest in intermediate care this year, particularly the provision of intermediate care in Chipping Norton. This item came to the July 2015 meeting of OJHOSC, where members were able to scrutinise the plans to deliver the intermediate care service in the Henry Cornish Centre, Chipping Norton through Order of St John. Members were provided with an update and full report on the public consultation at the September meeting of OJHOSC. Following County Cabinet approval in January 2016, members also received an update at the February 2016 meeting. The scrutiny by OJHOSC on this item over the past year has ensured that there has been an additional layer of public scrutiny of the services provided.

Partner Liaison

- 4.11. Developing the awareness of the work of OJHOSC through regular liaison meetings with key partners across Oxfordshire is a key part of ensuring that the committee can conduct effective scrutiny. In 2015/16 the OJHOSC

Chairman met with and/or set up future meetings with representatives from the following organisations: Oxfordshire Clinical Commissioning Group, Oxford University Hospitals NHS Foundation Trust, Oxford Health Foundation Trust, Care Quality Commission, Healthwatch, NHS England, South Central Ambulance Service and the Chairs of both Oxfordshire Safeguarding Adults Board and Oxfordshire Safeguarding Children Board. These meetings provided a means to highlight key areas for future scrutiny, to develop good relationships with key stakeholders and to raise awareness of scrutiny processes and the work of OJHOSC.

Training

- 4.12. In December 2015, OJHOSC members attended a specialist health scrutiny training session with John Cade from Birmingham University Institute of Local Government Studies. This session followed a general training session for all scrutiny members and a specialist scrutiny Chairman's training session attended by the OJHOSC Chairman in November 2015. These training sessions informed members of the national and legislative context of health scrutiny and the relationships between health overview and scrutiny committees, NHS organisations, Healthwatch and Health and Well-being boards. Members commented on how useful these sessions had been in informing their understanding of effective scrutiny and best practice.

Understanding 'Substantial Change' in Services

- 4.13. Following best practice, OJHOSC has a framework which is used to ensure that all health providers in Oxfordshire can be held to account regarding service changes. In February 2015, the toolkit framework was updated in line with Department of Health Local Authority Guidance (2014). Since then, the OJHOSC framework has been used a number of times. In 2015/16, the toolkit framework was further updated in line with feedback from councillors and key healthcare partners. It was amended to ensure greater clarity of the process of assessing substantial change and to make the framework more user-friendly. OJHOSC approved the new toolkit in February 2016 and since then it has been taken to all partner liaison meetings for any response and feedback and with a reminder that OJHOSC expects the framework to be considered and completed in relation to future developments.

Forward Plan

- 4.14. In 2016/17, the committee will continue to scrutinise planned changes in the provision of healthcare in Oxfordshire, service delivery, the performance and quality of services and the patient experience. The committee aims to focus their scrutiny on key areas of change, quality and performance to ensure impact. It will also scrutinise steps towards the broader transformation of healthcare in Oxfordshire including steps towards integration of health and social care and devolution proposals regarding health and wellbeing in the county. The committee will also focus on the work of the new health inequalities commission in Oxfordshire.

5. Cabinet Advisory Groups

- 5.1. Cabinet Advisory Groups (CAGs) are informal member working groups designed to help Cabinet consider how to deal with specific issues, and to help in the development of key policies. Topics can be proposed by any member or scrutiny committee and must be agreed by Cabinet. They are not formal meetings of the council, and nor do they have the status of an advisory committee under the Local Government Act 1972. They are chaired by the relevant Cabinet portfolio holder and report directly to Cabinet.
- 5.2. There is currently one Cabinet Advisory Group in operation - Income Generation. Additionally, the Early Intervention CAG closed in February 2016 and the Minerals & Waste CAG is currently dormant. Membership details are provided in Annex 2.

Income Generation CAG

- 5.3. The Income Generation CAG previously ran from July 2013-January 2014 under the chairmanship of Cllr Arash Fatemian, and reconvened in April 2015 under Cllr Lawrie Stratford in response to the need for the council to cope with increasing budget pressures. The group is focusing specifically on:
- Updating the current corporate charging policy.
 - Reviewing existing services that we currently charge for and opportunities for increasing these charges.
 - Identifying skills or services we offer that could be offered out.
 - Investigating discretionary services that we do not currently charge for where we may want to introduce charges.
 - Considering opportunities for generating income from property.
- 5.4. The CAG is exploring a number of different options for income generation, including the possibility of employing a dedicated income generation officer and developing opportunities for generating income from property and land holdings.
- 5.5. On 8 December 2015, Council passed a motion from Cllr Nick Hards calling for the Income Generation CAG, in conjunction with the Cabinet Member for Property, to set up a task & finish group to produce an interim report by June 2016 which:
- a) Reviews the buildings which the council currently owns or leases in Oxfordshire;
 - b) Considers the present and future requirements of our office based staff;
 - c) Explores the options for making the most cost effective way of using these buildings which we own or lease; and
 - d) Makes recommendations to Cabinet as to savings which could be made and income which could be generated from our property.

- 5.6. To this end, the Income Generation Cabinet Advisory Group has refreshed its membership and is currently working to produce a report for Cabinet by June 2016.
- 5.7. Other issues which the CAG is looking to consider over the upcoming months include:
- Workplace charging
 - One Public Estate Programme
 - Sponsorship of highways assets
 - Selling staff expertise
 - Various other suggestions/opportunities as raised by members

Early Intervention CAG

- 5.8. The role of the Children's Early Intervention Cabinet Advisory Group was to explore the issues related to the future provision of early intervention services for children in Oxfordshire and make recommendations with particular regard to cost-saving. The key tasks and responsibilities of the group were:
- To consider the emerging national evidence and policy relating to children's centres and early intervention services.
 - To undertake visits to children's centres and early intervention hubs as necessary to help inform thinking.
 - To conduct research, community and other consultation in the analysis of policy and possible options.
 - To liaise with other organisations operating within Oxfordshire, whether national, regional or local.
 - To consider relevant benchmarking with other authorities.
 - To consider any petitions, received by the Council which may be of relevance to the topic area under consideration.
 - To submit findings and recommendations to the Cabinet.
- 5.9. The Early Intervention CAG presented a report to Cabinet on 23 June 2015, which recommended consulting on the creation of one coherent 0-19 years' service rather than continuing with an early intervention service divided by age groups. This approach was accepted by Cabinet, and the consultation on future arrangements in children's social care ran from 14 October 2015 - 10 January 2016.
- 5.10. At its final meeting on 25 January 2016, the group reviewed the analysis of the consultation outcomes and how officers planned to respond to this. On the basis of this, a slightly revised model was agreed by Cabinet on 23 February 2016.

Minerals and Waste CAG

- 5.11. The Minerals and Waste CAG met through late 2013 and 2014 and discussed issues relating to the preparation of the Oxfordshire Minerals and Waste Local

Plan. Due to the range of members interested in the issue, the usual rules on maximum size and political balance were not applied to the CAG.

- 5.12. Part 1 of the Oxfordshire Minerals and Waste Local was approved for submission to the Secretary of State for independent examination by full County Council on 24 March 2015. Following this, the CAG has been dormant. It is likely that the CAG may be required to reconvene for the development of Part 2 of the plan later in 2016, and they have been briefed electronically regarding developments in the interim.

6. Conclusion

- 6.1. Challenges remain ahead for Oxfordshire County Council. Budget pressures will be an ongoing challenge, and it is likely that the landscape of local government will continue to change over the coming years. Devolution, changes to the way local government is funded and reorganisation at both a local and national level are likely to significantly alter the way that Oxfordshire County Council functions. Going forward, it will be even more important than ever that scrutiny is robust, challenging and effective.
- 6.2. Oxfordshire County Council's scrutiny committees will continue to place emphasis on those areas where they can have the biggest influence, and will continue to look for opportunities to improve outcomes for the people of Oxfordshire.
- 6.3. The emphasis on close joint working will include working closely with partners to ensure the best possible services are delivered, whether we are directly responsible for the service or not. This also means being able to carefully and sensitively scrutinise the work of our partners where necessary, and this is an area of work that the chairmen are keen to focus on going forward.

Annex 1: Scrutiny Committee Membership

Performance Scrutiny Committee

Councillor Liz Brighthouse OBE (Chairman)
Councillor Neil Fawcett (Deputy Chairman)
Councillor Lynda Atkins
Councillor John Christie
Councillor Sam Coates
Councillor Yvonne Constance OBE
Councillor Janet Godden
Councillor Mark Gray
Councillor Steve Harrod
Councillor Stewart Lilly
Councillor Charles Mathew

Education Scrutiny Committee

Councillor Mark Gray (Chairman)
Councillor Michael Waine (Deputy Chairman)
Councillor Kevin Bulmer
Councillor Steve Curran
Councillor Tim Hallchurch MBE
Councillor Pete Handley
Councillor Steve Harrod
Councillor John Howson
Councillor Richard Langridge
Councillor Sandy Lovatt
Councillor Gill Sanders

Education Scrutiny Co-Optees

Mrs Sue Matthew

Education Scrutiny Non-Voting Members

Ian Jones
Carole Thomson

Health Overview and Scrutiny Committee (HOSC)

Councillor Yvonne Constance OBE (Chairman)
District Councillor Martin Barrett (Deputy Chairman)
Councillor Kevin Bulmer
Councillor Surinder Dhesi
Councillor Tim Hallchurch MBE
Councillor Laura Price
Councillor Alison Rooke
Councillor Les Sibley
District Councillor Nigel Champken-Woods
District Councillor Monica Lovatt
District Councillor Susanna Pressel
District Councillor Nigel Randall

HOSC Co-Optees

Moria Logie
Dr Keith Ruddle
Anne Wilkinson

Annex 2: Cabinet Advisory Group Membership

Income Generation Cabinet Advisory Group – Before 8 December 2015

Councillor Lawrie Stratford (Chairman)
Councillor Roz Smith (Vice-Chairman)
Councillor David Bartholomew
Councillor Charles Mathew
Councillor John Sanders
Councillor Les Sibley

Income Generation Cabinet Advisory Group – After 8 December 2015

Councillor Lawrie Stratford (Chairman)
Councillor Nick Hards (Vice-Chairman)
Councillor David Bartholomew
Councillor Nick Carter (in his capacity as Cabinet Member for Property)
Councillor Charles Mathew
Councillor John Sanders
Councillor Les Sibley
Councillor Richard Webber

Early Intervention Cabinet Advisory Group

Councillor Melinda Tilley (Chairman)
Councillor Mark Gray (Vice-Chairman)
Councillor Hilary Hibbert-Biles
Councillor Gill Sanders
Councillor Richard Webber

Minerals and Waste Cabinet Advisory Group

Councillor David Nimmo-Smith (Chairman)
Councillor Anne Purse (Vice-Chairman)
Councillor Lynda Atkins
Councillor Mark Gray
Councillor Patrick Greene
Councillor Nick Hards
Councillor Bob Johnston
Councillor Lorraine Lindsay-Gale
Councillor Charles Mathew
Councillor George Reynolds
Councillor John Sanders
Councillor John Tanner

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