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Notice of a Meeting

Performance Scrutiny Committee Thursday, 21 September 2017 at 10.00 am Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND Membership

Chairman Councillor Liz Brighouse OBE

Deputy Chairman - Councillor Jenny Hannaby

Councillors: Nick Carter Liz Leffman

Emily Smith Charles Mathew Mike Fox-Davies Michael Waine Glynis Phillips Tony Ilott Liam Walker

Notes: A pre-meeting briefing will take place in the Members' Board Room at 9.30am on

the day of the meeting.

Date of next meeting: 5 October 2017

What does this Committee review or scrutinise?

- The performance of the Council and to provide a focused review of:
 - o 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:

Councillor Liz Brighouse Chairman

E.Mail: liz.brighouse@oxfordshire.gov.uk

Policy & Performance Officer Katie Read, Policy & Partnership Officer

Tel: 07584 909530

Email: katie.read@oxfordshire.gov.uk

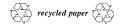
Committee Officer Colm Ó Caomhánaigh, Tel 07393 001096

colm.ocaomhanaigh@oxfordshire.gov.uk

Chief Executive

Clark

September 2017



About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678.000 residents. These include:

schools social & health care libraries and museums

the fire service roads trading standards land use transport planning waste management

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

About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

What does this Committee do?

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

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

A hearing loop is available at County Hall.

AGENDA

- 1. Apologies for Absence and Temporary Appointments
- 2. Declarations of Interest Guidance note on back page of the agenda
- **3. Minutes** (Pages 1 6)

To approve the minutes of the meeting held on 15 June 2017 and to receive information arising from them.

- 4. Petitions and Public Address
- 5. Thames Valley Police Annual Report (Pages 7 26)

10.05

A presentation from the Chief Constable, Thames Valley Police, will address performance against the 2016/17 delivery plan and introduce the 2017/18 plan.

6. Oxfordshire County Council Fire and Rescue Service Annual Report **2016/17** (Pages 27 - 50)

10.45

Report by Chief Fire Officer Simon Furlong: Director of Community Safety Services

Community Safety Services Annual Report 2016-17 is produced for the County Council, Councillors and members of the public to provide them with a review of the Service's performance over the last financial year. Community Safety Services set realistic but challenging performance measures every year, aligned to our 365alive vision.

The Committee is RECOMMENDED to approve the publication of this Annual Report 2016-17.

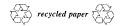
7. Draft Community Risk Management Plan (CRMP) Action Plan 2018/19 (Pages 51 - 62)

11.20

Report by Director for Community Safety & Chief Fire Officer.

The following projects will be included within the fire authority's CRMP for the fiscal year 2018/19:

- Project 1: Establishing Community Safety Advocates or Wardens. (ACO Grahame Mitchell)
- Project 2: To increase the diversity of the operational workforce in order to reflect the community that we serve. (David Heycock)
- Project 3: To review resourcing of our fire protection service delivery and the effective enforcement of fire safety legislation in the County. (Richard Webb)
- Project 4: Implement the outcomes of the 2017/18 review whole-time shift duty system (David Heycock)



Our medium term financial plan and supporting business strategies underpin the proposals within our CRMP action plan.

The Committee is RECOMMENDED to approve the publication and public consultation of this Community Risk Management Action Plan.

8. Safer Oxfordshire Partnership Community Safety Agreement 2016-17 (Pages 63 - 92)

11.55

Report by the Director of Community Safety and Chief Fire Officer.

Community safety legislation states that there is a requirement for an annual countywide Community Safety Agreement in two tier local authority areas. The agreement provides a joined-up approach to community safety service delivery in order to enable more effective and co-ordinated strategic planning across partner agencies and to ensure sustainable and lasting improvements in delivering outcomes. It is supported by an annual strategic intelligence assessment which sets out the main trends relating to crime and anti-social behaviour over the previous year.

The Committee is RECOMMENDED to advise on areas of improvement for the partnership in delivering against its priorities for 2017/18.

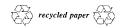
9. Quarter 1 Business Management Report and Committee work programme (Pages 93 - 114)

12.35

This paper provides details of performance for quarter one 2017-18 for Performance Scrutiny Committee to consider before making comments to Cabinet in October. The report, and any comments made by the Committee, are required so that the Cabinet can monitor the performance of the council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

The Committee is RECOMMENDED to:

- a) Note the performance reported, in particular items which members wish to schedule for future scrutiny, and make any comments necessary for escalation to Cabinet before 17 October;
- b) Note the ongoing work to improve business management and performance reporting.



Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

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





PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 15 June 2017 commencing at 10.00 am and finishing at 12.47 pm.

Present:

Voting Members: Councillor Liz Brighouse OBE – in the Chair

Councillor Jenny Hannaby (Deputy Chairman)

Councillor Nick Carter Councillor Tony Ilott Councillor Liz Leffman Councillor Charles Mathew Councillor Emily Smith Councillor Michael Waine

Councillor Jeannette Matelot (In place of Councillor Mike

Fox-Davies)

Councillor Dan Sames (In place of Councillor Charles

Mathew)

Councillor Gill Sanders (In place of Councillor Glynis

Phillips)

Councillor Liam Walker

Other Members in Attendance:

Councillor Ian Hudspeth (for Agenda Item 6)

Officers:

Whole of meeting

Katie Read, Sue Whitehead (Resources Directorate)

Part of meeting

Item Name

6 Maggie Scott, Assistant Chief Executive; Lorna Baxter,

Director of Finance)

7 Steven Jones (Resources Directorate)

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.

25/17 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were submitted by Councillor Fox-Davies (Councillor Jeanette Matelot substituting), Councillor Charles Mathew (Councillor Dan Sames substituting) and Councillor Glynis Phillips (Councillor Gill Sanders substituting).

26/17 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA

(Agenda No. 2)

Councillor Jenny Hannaby declared an interest as a member of the Wantage & Grove NAG.

27/17 MINUTES

(Agenda No. 3)

The minutes of the meetings held on 9 March 2017 and 16 May 2017 were approved and signed as a correct record.

28/17 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

The Chairman had agreed the following request to speak: Andi Cunningham, Chairman of Wantage & Faringdon NAG.

29/17 POLICE AND CRIME PLAN 2017-2021

(Agenda No. 5)

Under the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner (PCC) must produce a Police and Crime Plan which sets out the Commissioner's strategic police and crime objectives for the Thames Valley. The PCC has published a Police and Crime Plan for the Thames Valley which covers April 2017 - March 2021.

Andi Cunningham, Chairman of Wantage & Faringdon NAG spoke about the new police plan and its impact on neighbourhood policing. The split between geographical and problem solving meant that neighbourhood police numbers were halved and the geographical area increased. Neighbourhood policing would be less effective undermining the increased confidence that had been worked for so hard.

Mr Stansfeld, Thames Valley Police and Crime Commissioner gave a presentation detailing performance over the past year and outlining his strategic priorities as set out in the Plan. Responding to the comments from Andi Cunningham Mr Stansfeld commented that he held the Chief Constable for account for the delivery of the Plan but that as PCC he was not responsible for the delivery details. The Chief Constable's delivery plan had come up with a new way of local policing and although he had some concerns it was being carefully monitored.

Mr Stansfeld responded to questions from Members concerning the priorities:

Vulnerability

 Referring to police time spent on people with mental health issues Mr Stansfeld commented that every effort was made not to take such cases into custody but that there were a few, particularly late at night as a last resort. He commended

- the work of the NHS triage nurses in Oxfordshire. The percentage of time spent in this way in Oxfordshire was slightly less than the national average.
- 2. The issue of abuse or fraud in relation to the frail elderly was a major issue. Neighbourhood officers did a huge amount. Mr Stansfeld's concern was that police were under pressure and were involved in matters that were not their primary role. Prosecutions were the responsibility of CPS. It was difficult to bring elderly people to court as witnesses. In response to further questions he commented that it was an issue that was not being dealt with appropriately at a national level. He would like to see significant funding for a national professional fraud system.
- 3. Mr Stansfeld highlighted that household burglary was referred tom within the report. There had been 3 priorities connected to household burglaries in the first Plan. Numbers were lower than they were and in rural areas numbers were very small. However he had said very clearly that he did not expect a let up in effort and there was still progress to be made.
- 4. Mounted police were a resource shared across all of the South East of England. They have officers a viewpoint and were particularly useful for crowd control. They were not in use every day but were extremely effective in some circumstances Asked about the balance between community officers and the use of horses Mr Stansfeld explained that they were used for community policing if not in use elsewhere.

Prevention & Early Intervention

- 5. Mr Stansfeld explored with members the potential for fire officers to fulfil the role of PCSOs. He commented that he had previously supported the combining of fire services and then to look how they could combine and work collaboratively with the Police. The number of fires had dropped dramatically and fire officers were fulfilling roles close to that of PCSOs.
- 6. Mr Stansfeld discussed the preventative measures that could be taken in relation to the prevention of farm burglaries. A key issue was to ensure that equipment was properly marked. The Police had done a lot to educate people on the importance of registration. Vehicles had been tracked as far as Cyprus and Romania. He acknowledged that they were dealing with serious organised crime but noted that in Oxfordshire the numbers had reduced.
- 7. Responding to concerns over female genital mutilation (FGM) explained what actions were being taken and the difficulties the Police faced in dealing with the issue.
- 8. Responding to questions about the use of body cameras it was confirmed that they would be used to prosecute an incident.
- 9. Asked about road safety and action to prevent speeding Mr Stansfeld commented that a lot of this rested with District Councils. Only a small percentage of accidents were down to speeding and of those the majority were young people. The Police did have a video that showed the consequences of speeding. He noted that for the first time in decades road deaths were increasing. He pointed to the use of media players and GPS as a reason behind an increase of accidents caused by lack of attention.

Reducing Re-Offending

10. Mr Stansfeld responded to a query on tagging explained the current limitations on its use and agreed that he would wish to see it more widely used and on a mandatory basis.

Serious Crime and Terrorism

- 11. Asked about the balance between investigation of historic crimes and the pursuit of active criminals it was explained that current cases did take priority but that this had to be balanced if the historic crime was of a serious nature. Mr Stansfeld expressed some concern over cases where people were falsely accused.
- 12. Mr Stansfeld commented that PREVENT was a good system done reasonably well although there was room for improvement.

Police Ethics and Reform

13. Mr Stansfeld responded to comments that some police officers in the local community were very good at dealing with young people but that others were not and the query as to what was being done to share good practice and train those that were less good. He stated that it was difficult to train around issues of personality, particularly early in training. It was about local Inspectors ensuring that the right people were in the right place.

Responding to general questions and comments from members Mr Stansfeld made the following points:

- 14. He explained the role of the Deputy PCC, who in particular would represent him at meetings he was unable to attend and who was taking particular responsibility for commissioning.
- 15. Mr Stansfeld undertook to provide a list of local projects funded from the 10% funding set aside to facilitate local projects.
- 16. Asked about the savings that needed to be made Mr Stansfeld indicated that the reductions had taken place over the last 4 or 5 years and were largely implemented. He compared the funding he received with that of large metropolitan areas with high crime rates who received more funding. He worried that this rewarded failure and would like to see changes to the way funding was distributed.
- 17. Asked about the Police response to a terror incident similar to those seen elsewhere assurances were given that response would not be a budget issue. In a rural area it was more a question of distance. It would take longer for specialist vehicles to get there than in big cities.

Mr Stansfeld asked that he receive a copy of the questions asked by Members.

30/17 PROPOSALS FOR THE COUNCIL'S NEW OPERATING FRAMEWORK (Agenda No. 6)

The Operating Framework document 'How the council is changing' aims to demonstrate the 'golden thread' that flows from the council's vision for achieving a thriving Oxfordshire and will be used to underpin the County Council's approach in the future. It also sets out the Council Leadership Team's current priorities and areas of particular focus for the coming months.

The Committee was asked to comment on the draft document to help inform the development of the operating framework, which will then be used as a blueprint for shaping future direction including driving the council's transformation programme and developing a new corporate plan.

During discussion the Committee:

- 1. Asked that the final document be reviewed for plain English.
- 2. Stressed the need for careful thought about how the Strategic Plan would relate to and be implemented locally. There was a danger in focussing on one Cabinet member.
- 3. The role of local councillors needed to be strengthened. Communications to local councillors needed to be improved. It was important that County Councillors were seen by residents as the councillors of first call.
- 4. Highlighted the issue of potential pressure on Parish Council to take on responsibility for more tasks. Any additional workload must be done voluntarily.
- 5. Were advised that they would receive an update on the Fit for the Future programme to a future meeting.

31/17 AN INTRODUCTION TO BUSINESS MANAGEMENT AND MONITORING (Agenda No. 7)

The Committee was presented with an overview of how performance and risk is managed in the Council and how the Performance Scrutiny Committee can use the quarterly Business Management Report to inform its areas of focus.

The Committee was asked to note the approach to business management and monitoring and propose any immediate areas of scrutiny it would wish to undertake.

During discussion the Committee:

- 1. Suggested that a potential area for scrutiny was to consider why it was so time consuming to collect performance data.
- 2. Considered the scrutiny review and were advised that it was about making best use of resources and getting appropriate support to ensure effective scrutiny. The Committee explored the role of localities in taking forward local scrutiny issues.
- 3. Commented on the collection of performance indicators and performance data. Members stressed that the focus needed to be on the accuracy of the data

collected and on what was achieved by collecting the data. It was an area may be suitable for a deep dive by members.		
	in the Chair	
Date of signing	2017	

Agenda Item 5

Working together to make our communities safer

Delivery Plan 2016–17





Foreword

In the last year Thames Valley Police has achieved many successes; crime levels across the region remain low, with public confidence and victim satisfaction remaining high. In addition we have received formal recognition from Her Majesty's Inspectorate of Constabulary, about our effectiveness, our efficiency and our legitimacy, which we are extremely proud of.

The policing landscape continues to change with the emergence of new complex crimes, the growth of others and the ongoing financial uncertainty facing the police service. With change comes opportunity and an extraordinary amount of work has been done over the past year to ensure that we are able to continually improve on our service to the public.

On behalf of the Force I make a commitment that we will continue to work tirelessly along with our partners and the public to make the Thames Valley an even safer place to live and work.

This year we will build on our previous successes and foster the culture, values and skills needed to deliver an effective and efficient police service which meets the needs of the public we serve.

We will continue to transform and innovate to meet policing needs now and in the future.

Francis Habgood,

Chief Constable

Thames Valley Police

Priority Measures 2016 – 17

Over the coming year we will work towards achieving our commitment and measure our success through achieving the following outcomes:

- 1. A reduction in domestic burglaries, violence and rural crime.
- 2. An improvement in the quality of prosecution files submitted to the Crown Prosecution Service.
- **3.** An increase in the volume of rape and domestic abuse related violent crime investigations that lead to prosecution.
- **4.** A reduction in demand on our service through the prevention of crime, problem solving and signposting the public to the right service.
- 5. Reductions in domestic abuse repeat victimisation.
- **6.** An improvement in our response to hate crime, child sexual exploitation and honour based abuse (including forced marriage and female genital mutilation).
- 7. Improved identification and disruption of serious and organised crime.

Key to Abbreviations

CC Chief Constable

DCC Deputy Chief Constable

ACC Assistant Chief Constable

DoP Director of People

Dol Director of Information

DoF Director of Finance

Cut crimes that are of most concern to the community

We are committed to cutting crime and keeping our communities safe. We will focus on cutting those crimes of most concern to our communities by preventing and robustly investigating crime, supporting victims and ultimately bringing offenders to justice.

	Action	ACPO Owner
1.1	Continue to prioritise burglary and violent crime	DCC
1.2	Improve the criminal justice experience for victims of domestic abuse and serious sexual assault	ACC Crime and Criminal Justice
1.3	Improve the quality of police investigations and prosecutions and better support the victim's needs	ACC Crime and Criminal Justice
1.4	Continue to promote safety in the night time economy through education and partnership working	ACC Local Policing
1.5	Support business communities in preventing and tackling fraud and retail crime	ACC Local Policing
1.6	Improve the Force's response to cyber crime and cyber enabled crime	ACC Crime and Criminal Justice
1.7	Develop our crime prevention capabilities around our key areas of harm and our priorities	ACC Local Policing
1.8	Work with rural communities to reduce the risk of rural crime	ACC Local Policing



We will continue to enhance our presence within communities and reduce demand. We will achieve this by working with our partners and communities to build stronger more resilient communities. Together we will focus on problem solving to prevent crime and reduce demand.

	Action	ACPO Owner
2.1	Enhance the contribution of volunteers in policing	ACC Local Policing
2.2	Maximise patrol and operational deployment in the most efficient and operationally productive way	ACC Local Policing
2.3	Continue to deliver our commitment to improving the response to those in mental health crisis through partnership working	ACC Local Policing
2.4	Develop mechanisms for assessing and responding to demand through the introduction of an improved operating model	ACC Local Policing
2.5	Investigate, develop and implement opportunities to deliver services collaboratively with force and local partners to reduce demand through problem solving	DCC
2.6	Implement and embed the agreed recommendations from the neighbourhood policing review	ACC Local Policing
2.7	Streamline our services to manage demand and reduce bureaucracy	DCC
2.8	Implement approved professional guidance and proposed legislative changes to bail management in order to reduce the use of police bail and achieve final case outcomes expeditiously	ACC Crime and Criminal Justice

Protect our communities from the most serious harm

At our heart we are focused on keeping communities safe from harm. We will have the specialist resources to protect our communities from the most serious harm, targeted at the areas of greatest need and to the most vulnerable in our communities.

	Action	ACPO Owner
3.1	Continue to prioritise serious sexual assault through education and by providing the highest standards of Investigation and response to victims	ACC Crime and Criminal Justice
3.2	Develop our understanding of our organised crime groups profile and use all available means to tackle and disrupt them	ACC Crime and Criminal Justice
3.3	Work with partners, particularly through Multi Agency Safeguarding Hub to protect children from abuse and exploitation	ACC Crime and Criminal Justice
3.4	Deliver the relevant parts of the counter terrorism strategy	ACC SECTU & SEROCU
3.5	Continue to develop firearms capability and capacity to tackle the continued threat to national security from terrorist activity	ACC Operations
3.6	Work to identify and safeguard those at risk of or victims of human trafficking and slavery	ACC Crime and Criminal Justice
3.7	Develop and implement adult safeguarding strategy to protect vulnerable groups	ACC Crime and Criminal Justice
3.8	Respond effectively to reports of female genital mutilation and work with partners to develop preventative strategies and community engagement	ACC Crime and Criminal Justice
3.9	Target criminals by maximising the Proceeds of Crime Act and asset recovery opportunities	ACC Crime and Criminal Justice
3.10	Work with communities to increase resilience to fraud and improve the process for victims	ACC Crime and Criminal Justice
3.11	Improve our response to honour based abuse and forced marriage by building trust, ensuring quality investigations and safeguarding victims	ACC Crime and Criminal Justice



Use **effective communications** to **build confidence** in our **communities** and make best use of **technology** across the organisation

We will continue to effectively communicate and engage with our communities, building trust and confidence. We will maximise technology and make the best use of information to deliver a modern, efficient and effective police service. The public will be able to contact us whenever and however suits them.

	Action	ACPO Owner
4.1	Use technology to provide the public, our staff and our partners with easy effective access to information and services	Dol
4.2	Use technology to target crime prevention activities and information to those at risk with a focus on protecting people and property	ACC Local Policing
4.3	Ensure we effectively communicate how we are performing and the outcomes of our work	DCC
4.4	Improve and diversify the means by which the public can contact us	ACC Operations
4.5	Deliver the Digital Policing Programme in collaboration with Hampshire Constabulary	Dol
4.6	Deliver the new Information and Communication Technology infrastructure to support delivery of our objectives	Dol
4.7	Enable engagement with our diverse communities	ACC Local Policing
4.8	Deliver technology to help manage demand	Dol

Develop the capabilities of our people to deliver the highest professional and ethical standards in their service to the public

We will equip and support our people with the skills, evidence base, technology, and environment to deliver the highest professional and ethical standards in their service to the public. We will be regarded as an employer of choice by those that work and volunteer for us and a professional organisation that is trusted by those that we serve.

	Action	ACPO Owner
5.1	Continue to embed the Code of Ethics within a professional and ethical culture	DoP
5.2	Continue to work with the College of Policing and academic partners to make best use of research and implement evidence based practice	DoP
5.3	Continue to prioritise staff wellbeing and provide appropriate support to staff	DoP
5.4	Continue to invest in the capabilities of our staff so that they are able to meet the challenges of policing now and in the future	DoP
5.5	Continue to enhance our reputation as an employer of choice	DoP
5.6	Improve the effectiveness of the criminal justice system by improving the skills of our staff and exploiting technology	ACC Crime and Criminal Justice
5.7	Develop the knowledge management strategy to support professional and effective operational service delivery	DCC
5.8	Develop the skills of our people to keep abreast of changes in crime type, reduce recidivism, attrition rates and repeat victimisation	ACC Crime and Criminal Justice

Maximise the outcomes of our resources in delivering our policing objectives and achieving our priorities

We will continue to work with our partners to reduce cost and duplication providing a better service to our communities. We will transform and innovate to deliver an efficient and effective police service which meets the needs of the public we serve.

	Action	ACPO Owner
6.1	Deliver the cost reductions identified in the productivity strategy for 2016/17	DoF
6.2	Continue to develop the productivity strategy for 2017-18 to 19-20 and beyond	DCC
6.3	Implement the recommendations from the Priority Based Budgeting review	DCC
6.4	Rationalise our estate and optimise the use of space	DCC
6.5	Provide equipment and working environments to support staff in achieving greater efficiency through smarter ways of working	DCC
6.6	Promote and support new collaboration opportunities with other forces and partners in support of police reform	DCC
6.7	Ensure resources are managed against demand and priorities	DCC
6.8	Develop and implement investment plans to make the most of our resources	DoF



Build **confidence** with all our **communities** and our **people** through our commitment to **equality, diversity** and **inclusion**

We serve a large and diverse community in the Thames Valley. We remain committed to delivering a high quality service, irrespective of age, disability, gender, race, religion, belief or sexual orientation whilst promoting equality, diversity and inclusion within our own workforce.

	Action	ACPO Owner
7.1	Undertake activities to ensure our workforce are more reflective of the diverse communities we serve	DoP
7.2	Identify, understand and engage with our diverse communities to provide focused support	ACC Local Policing
7.3	Continue to improve trust and confidence in the service provided to Gypsy, Romany and Traveller communities	ACC Local Policing
7.4	Build trust and confidence in the service provided to children and young people	ACC Local Policing
7.5	Continue to improve our response to hate incidents and crimes, ensuring victims have the confidence to come forward	ACC Local Policing
7.6	Ensure stop and search is used proportionately and in accordance with the Best Use of Stop and Search scheme to keep our communities safe	ACC Local Policing

If you would like this document in a different language please contact:

Tel: 01865 846645

Email: tvp3@thamesvalley.pnn.police.uk

Jeśli chciał(a)byś otrzymać ten dokument w innym języku, prosimy o kontakt

ਇਹ ਜਾਣਕਾਰੀ ਪੰਜਾਬੀ ਵਿੱਚ ਵੀ ਮਿਲ ਸਕਦੀ ਹੈ । ਇਸ ਲਈ ਫੋਨ ਕਰੋ

لو بودك ان ترى هذه الوثيقية بلغة مختلفة نرجو الآتصال:

यदि आपको यह दस्तावेज अन्य भाषा में चाहिए तो कृपया संपर्क करें :

Si vous aimeriez avoir ce document dans une langue differente, veuillez contacter

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আপনি যদি বিভিন্ন ভাষায় এই নথিটি পেতে চান, তাহলে অনুগ্রহ করে যোগাযোগ করুন :

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Foreword



Last year I made a commitment that my officers, staff and volunteers will continue to work tirelessly, along with our partners and the public, to make the Thames Valley a safe place to live and work.

Reported crime across the force area has remained low, with public confidence and victim satisfaction remaining high. We are still experiencing a rise in demand from new and more complex crimes, such as cyber and cyber enabled crime and crimes against the vulnerable. We also need to ensure that we have the capability to protect our communities from the threat posed by serious and organised crime and terrorism.

Over the past 12 months the Force has continued to transform the way that we deliver our services as the policing landscape and society continue to change. A huge programme of work is underway to ensure we provide the best possible service to people across the Thames Valley.

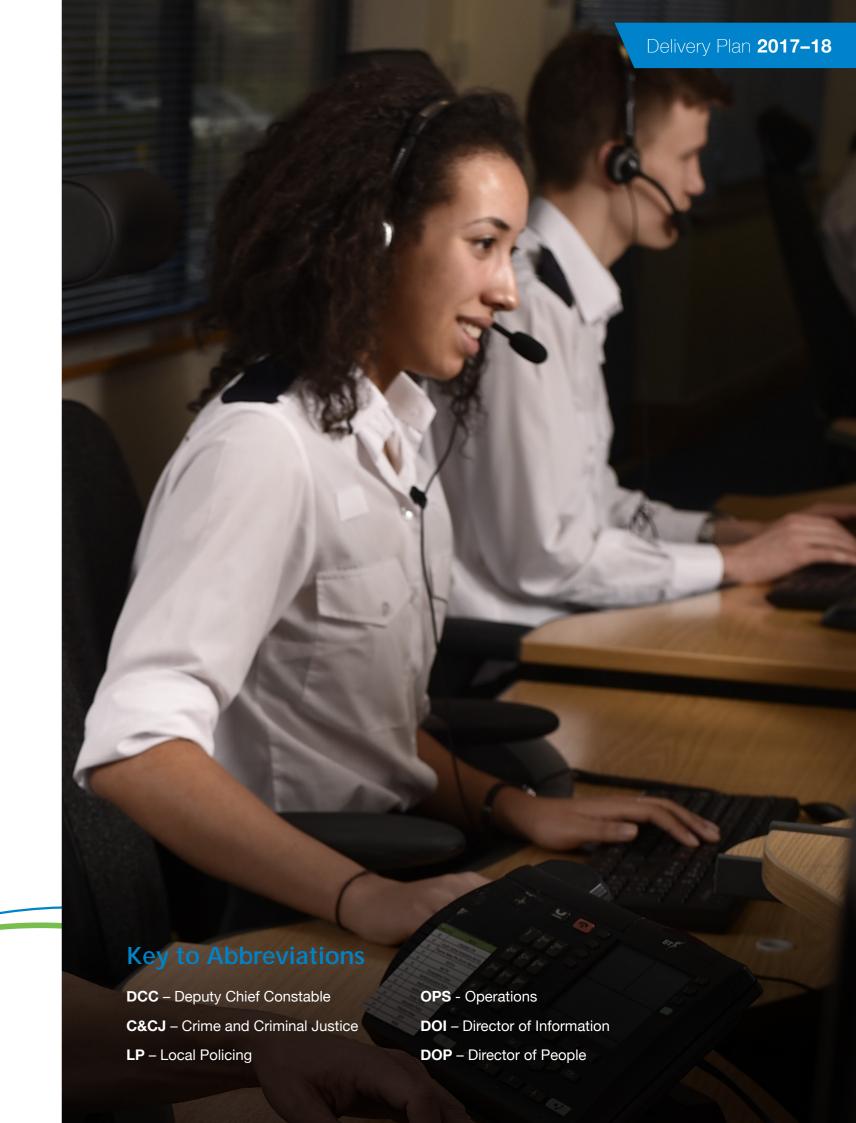
However, we are still in times of financial uncertainty, and have had to make some difficult choices about how we allocate our finite resources according to local priorities. This has seen us make significant savings but also invest in other areas such as our child abuse, domestic abuse and firearms teams.

During this time of change we have once again received formal recognition from Her Majesty's Inspectorate of Constabulary of the way that we deliver our services. Thames Valley Police were assessed as 'good' across their Police efficiency, effectiveness, and legitimacy inspections, which we are extremely proud of.

This delivery plan is Thames Valley Police's contribution to the Police and Crime Commissioner's Plan for 2017 – 2021. It sets out our priorities and how we will deliver them. It also outlines the key changes that we will make over the next year to ensure that we continue to meet the policing needs in the future.

Francis Habgood QPM

Francis Habgood QPM
Chief Constable, Thames Valley Police



An emergency service that keeps people safe and brings offenders to justice.

We will continue to provide a responsive emergency service, working with our partners to ensure that our communities get the right service in their time of need. We will remain focused on traditional crimes such as burglary, violent crime and sexual assault, alongside protecting the most vulnerable in our communities.

Together with our partners we will disrupt and investigate the most serious and organised criminality, including confiscating criminal assets. We will continue to support the South East Counter Terrorism and South East Regional Organised Crime Units to tackle the most serious harm to our communities.

Our service will continue to be victim focused and compliant with the Victims Code, ensuring victims are supported throughout the criminal justice system.

In the next 12 months we will focus on...

Further developing our multi-agency safeguarding approach to protect the most vulnerable in our communities. **c&cJ**

1.2

Developing and implementing an adult safeguarding strategy to identify and manage those at risk of exploitation, abuse of trust, fraud and theft. C&CJ

1.3

Broadening the use of the multi-agency Integrated Offender Management programme to reduce reoffending by dangerous offenders who target vulnerable people and repeat domestic violence perpetrators. **c&cJ**

1.4

Continuing to develop and increase our firearms capability and capacity in line with the changing national threat assessment. **OPS**

1.5

Improving file quality in line with the National Case File Quality Assessment Process to improve evidential standards, avoid unnecessary delays and maximise successful prosecutions. **c&cJ**

Adopting the new legislative requirements of the Police & Crime Act 2017, including improvements to Bail Management. **DCC**

prevent

emergency investigate

responsive justice offenders support communities



Working together to build stronger, more resilient communities.

We will continue to draw on the active participation of residents, businesses and our partners, working together to problem solve, prevent and reduce crime. We will work with businesses operating in the night time economy to help them do so safely, recognising and responding appropriately to vulnerability. We will support our communities to protect themselves from becoming victims of crime, especially the most vulnerable and our rural communities.

Communication and engagement with our communities is central to understanding the issues that matter and in order to prevent crime and disorder. We will work with local communities to understand serious organised crime in each area, which will enable us to identify and disrupt offending, reducing the harm it causes.

By further strengthening our partnerships, sharing skills and resources, we will continue to develop the service to those in mental health crisis or suffering hidden harm, such as Modern Slavery, Honour Based Abuse, Coercive Control and Female Genital Mutilation.

resilient partners communities stronger together

In the next 12 months we will focus on...

Effectively communicate with our communities in order to raise awareness of key issues such as hidden harm, cyber/cyber enabled crime and road safety to positively influence behaviour. **pcc**

2.2

Maximising intervention opportunities in the custody environment and make appropriate referrals to partnership services for individuals requiring support with mental health or substance abuse. **c&cJ**

2.3

Using predictive analytics to tackle Child Sexual Exploitation by identifying hidden harm. C&CJ

2.4

Encouraging and supporting communities to actively participate to build safer and more resilient communities. LP

2.5

Developing enhanced problem solving capabilities in collaboration with our partners and communities to prevent local crime and disorder. LP

Working with partners to improve the use and accessibility of Restorative Justice, in order for offenders to better understand the impact of their crime on victims. **C&CJ**

A modern Police Force which meets the needs of our Communities.

We will continue to maximise technology and information to provide a better service to the public. The increasing digitalisation of our world has provided criminals with new ways to commit crimes. We will continue to equip our people with the appropriate powers, skills, technology and resources to tackle all types of crime.

We will embed changes to the way we are structured and operate across investigation, response and neighbourhood. The new Operating Model will enable the right resource to be deployed to the right place at the right time, instil a borderless approach to the way we prioritise and respond to crime and improve efficiency in the way policing is carried out.

Our people will continue to adopt smarter working methods across the organisation, delivering a sustainable service to our communities and enabling a rationalisation of our estate. We will continue to make the best use of our finite resources to provide an efficient and effective police service.

In the next 12 months we will focus on...

3.1

Working collaboratively to deliver the Digital Transformation Portfolio, including Digital Contact, Digital First and Digital Investigation Intelligence capabilities. **DOI**

3.2

Transforming Information, Communications and Technology (ICT) service delivery through the ICT 2020 plan. **DOI**

3.3

Delivering the underpinning technology and data requirements for the ICT 2020 plan, Regional Infrastructure Programme, the Contact Management Programme, Emergency Services Mobile Communications Programme and Enterprise Resource Planning Programme. **DOI**

3.4

Developing new operating processes to maximise the benefits provided by the Contact Management Platform. **ops**

3 5

Developing the use of demand management methodologies to align the right resources to areas of need. **pcc**

3.6

Investigating, developing and implementing opportunities to deliver services collaboratively with other forces and our local partners. **DCC**

modern effective efficient communities technology partners

A skilled and trusted workforce.

Our officers, staff and volunteers take pride in delivering the highest professional standard in their service to the public, as underpinned by the Code of Ethics. We will continue to invest in our people, including their capability, health, safety and wellbeing, so that they are able to meet the challenges of policing now and in the future.

We will continue to work with the College of Policing and our academic partners to further develop research and evidence based practice. Decisions and problem-solving are based on the best available evidence of what works, supported by the National Decision Model.

We will build confidence with all our communities and our people through our commitment to equality, diversity and inclusion. We remain committed to delivering a high quality service, irrespective of age, disability, gender, race religion, belief or sexual orientation whilst promoting equality, diversity and inclusion within our own workforce. Thus, we will create an environment which promotes inclusivity which is free from discrimination and will enhance the employer brand as we work towards becoming an 'Employer of Choice'. We will use policing powers fairly and proportionately, including those which enable us to stop and search, to continue to be regarded as a professional organisation that is trusted by those we serve.

skilled

led professional Developing an we recruit and emergency servidence based trusted our people

In the next 12 months we will focus on...

Developing a corporate knowledge repository to create the ability to store, search and access organisational knowledge and lessons learnt. **pcc**

Undertake activities to ensure our workforce are more reflective of the diverse communities we serve **DOP**

4.3

Identify, understand and engage with our diverse communities to provide focused support

Developing the skills of our front line staff to recognise and respond appropriately to vulnerability **c&cJ**

Improving our response to hate incidents and crime. LP

4.6

Embedding the recommendations from the National Children & Young People Strategy. LP

4.7

Ensuring compliance with the National Crime Recording Standard and Home Office Counting Rules. **DCC**

4.8

Increasing capacity through investigator recruitment and review of process to meet the demands of existing, new and emerging crime types. **c&cJ**

Developing an Information, Communications & Technology Resourcing Plan to ensure that we recruit and retain skilled professionals who can support a modern, digitally enabled emergency service. DOI



Measuring success

Over the coming year we will measure our success through achieving the following outcomes:

- **1.** A reduction in domestic burglaries, violence and rural crime.
- **2.** An increase in the proportion of domestic burglaries and non-domestic violent crime that lead to a positive outcome.
- 3. An improvement in the quality of prosecution files submitted to the Crown Prosecution Service.
- 4. Ensuring compliance with the Victim's Code.
- **5.** A reduction in domestic abuse repeat victimisation.
- **6.** An increase in the confidence of victims to report hate incidents and crimes.
- **7.** An increase in the confidence of victims to report Honour Based Abuse, Forced Marriage and Female Genital Mutilation incidents and crimes.
- 8. An increase in the volume of rape investigations that lead to a charge.
- **9.** A reduction in unnecessary demand on our service through the prevention of crime, problem-solving and signposting the public to the right service.
- **10.** Ensuring compliance with the Home Office Crime Recording Standards.

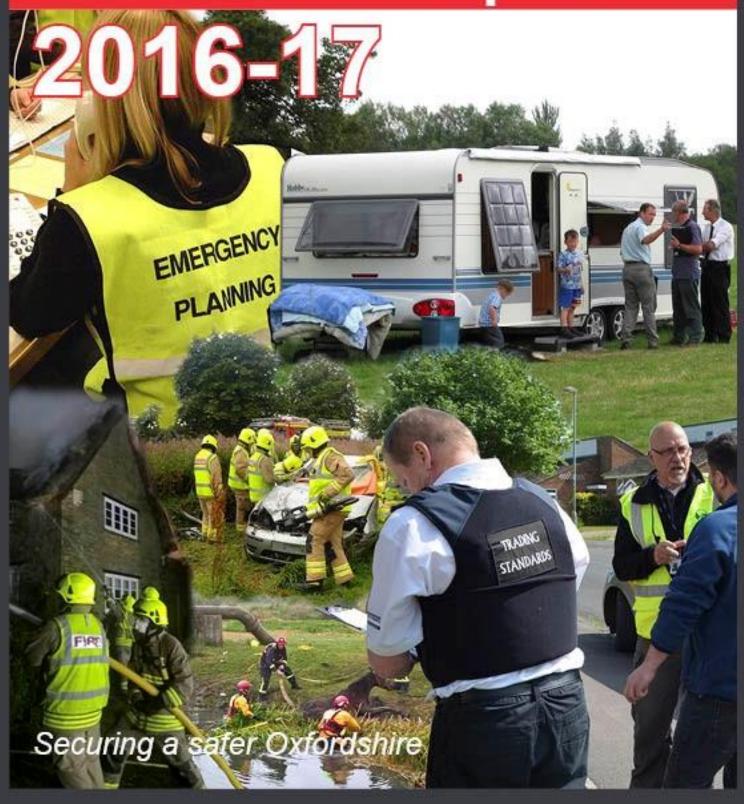


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Oxfordshire County Council Fire and Rescue Service

Agenda Item 6

Annual Report







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Welcome and foreword



Judith Heathcoat

Cabinet Member for
Community Safety
Services

Councillor



Simon Furlong

Director of Community
Safety Services

Chief Fire Officer

Welcome to Oxfordshire County Council's Community Safety Services' Annual Report for 2016 to 2017. As the Cabinet Member and Chief Fire Officer for Community Safety Services, we are very proud of our achievements during the past year. This report highlights our achievements for this period.

With the launch of our new (6 year) 365alive vision in 2016, we have a clear purpose of: 'Working together every day to save and improve the lives of the people of Oxfordshire'.

We will broaden our view of community safety and will ensure an effective response to emergencies in a wider life-saving role, which includes medical calls to support the ambulance service. We will strive to mitigate the social, economic and environmental consequences of incidents.

We are committed to delivering high performing Community Safety Services which provide excellent value for money to the tax payers. Our integration within the wider county council and collaboration with partners enables us to ensure that we are joined up in delivering solutions to the key issues affecting our communities. These include safe & well visits and, safeguarding of vulnerable people, whilst helping to deliver a thriving Oxfordshire.







Our 365alive vision 2016-22

Our 365alive vision has a clear purpose: 'Working together, every day, to save and improve the lives of people across Oxfordshire'. This vision is supported by the whole of Community Safety Services: Fire &



Rescue, Road Safety, Trading Standards, Emergency Planning Unit, Commercial Training Service and Gypsy and Travellers Service.

Our 365alive vision has been designed to ensure we are contributing towards the strategic ambition of a 'Thriving Oxfordshire' as detailed in the Oxfordshire County Council Corporate Plan and we will make sure all our activities align with the strategic priorities of the plan.

A Thriving Oxfordshire A Thriving Protection of Efficient Public Services

Our 365alive vision describes the strategic outputs that we aim to achieve by 2022 in four pillars:

- 6,000 more people will be alive because of our prevention, protection and emergency response activities. This supports the OCC strategic Priority: Efficient public services.
- 85,000 children and young adults better educated to lead safer and healthier lives. This supports the OCC strategic Priority: Protection for vulnerable people.
- 37,500 vulnerable children and adults helped to lead more secure and independent lives supported by safe and well visits. This supports the OCC strategic Priority: Protection for vulnerable people.
- 20,000 businesses given advice and support to grow. This supports the OCC strategic Priority: A thriving economy.

Underpinning the four pillars we have set a reach target of 1.6 million interactions across various social media platforms. This supports the OCC strategic Priority: Protection for vulnerable people.

PREVENTION, PROTECTION & EMERGENCY RESPONSE

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

EDUCATION

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

VULNERABLE / LOOKED AFTER CHILDREN & ADULTS

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

BUSINESSES

20,000 businesses given advice and support to grow.

1.6 Million
Safety Messages

We aim to deal with the Community Safety related risks that Oxfordshire faces in order to deliver our 365alive targets.

Key strategic documents

Our operational strategies deliver our Prevention & Protection and Operational Response & Resilience functions. These are supported by our organisational development strategy, asset management strategy, financial plan and communication strategy.

Our six core strategies will evolve to meet the demands of the ever changing world around us and, where necessary, the strategies will be updated via the annual CRMP process.



These plans are specific to functional departments and communities. They detail what we will do and how we will make sure it gets done.

4 365alive:
Our Strategic Aims & Targets

PREVENTION, PROTECTION & EMERGENCY RESPONSE

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

FDUCATION

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

VULNERABLE / LOOKED AFTER CHILDREN & ADUITS

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

BUSINESSES

20,000 businesses given advice and support to grow.

1.6 MillionSafety Messages

2 Strategic Documents

Our strategic documents set out our intentions to develop and improve all areas of the service

PREVENTION, PROTECTION RESPONSE, RESILIENCE

ORGANISATIONAL DEVELOPMENT

ASSET MANAGEMENT

COMMUNICATION STRATEGY

FINANCIAL PLAN

3 Community Risk Management Planning

This identifies the risks to our communities. It states how we can provide an efficient service that reduces these risks and deals with emergencies.

Community Risk Management Plan 2017-22 Community Risk Management Annual Action Plans

OUR PURPOSE

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

Our Performance Pledge

This document tells the community what level of performance and service they should expect from us.

Oxfordshire County Council Ambition - A Thriving Oxfordshire

- A thriving economy
- Protection of the vulnerable
- Efficient public services

Community Risk Management Plan (CRMP)

It is important that our priorities are consistent with local, regional and national goals & needs, and these are captured in our CRMP 2017-22.

Each year, we review our priorities and performance against these longer-term goals and where there are key projects identified produce a one-year action plan. These action plans identify which risks we are going to target over that year, and outline the projects we are going to deliver to reduce threats and make the most of opportunities to improve both our service and the safety of Oxfordshire. For 2016/17 we did not produce an action plan and instead concentrated on embedding a restructure, to deliver a leaner more agile organisation which enabled us to drive forward change and trial a number of new initiatives that helped to contribute to a thriving Oxfordshire.

2016/17 projects/initiatives

Body recovery on behalf of Oxfordshire County Council Coroner

In 2016/17 we commenced a project to consider providing a body recovery service for OCC Coroner. On 24 May 2017 we started to recover bodies at sudden death incidents on behalf of the Coroner which is another example of our integration with the County Council. The body recovery service is conducted by On Call crews working out of Eynsham, Bampton, Burford and Witney.

Patient Transport on behalf of Oxfordshire County Council

On 3 January 2017 we commenced a six-month trial that supports the South Central Ambulance Service (SCAS)/ Clinical Commissioning Group (CCG) in providing patient transport to medical appointments. We believe that our 'brand and image' which is highly regarded, will give us that 'foot in the door' to support the ageing and vulnerable in our communities and make the visit to a medical appointment less traumatic. This was reviewed in June 2017 and has subsequently been extended until the end of 2017 so a comprehensive review can be undertaken to fully understand the benefits to the community, cost savings to the tax payer and the impact on the organisation.

On average 88 patient transported each day.

Tree recovery to support Oxfordshire County Council Communities Directorate

This is an example of the Fire and Rescue Service using skills and resources to work in new ways that are more effective and efficient through working in partnership within the County Council. Removal of a tree or branch from the highway was previously an outsourced service and the Fire and Rescue Service have been able to provide a quicker service and allow financial savings to be made:

- We commenced tree recovery on 19 March 2017
- We have improved response times by over one hour
- We have reduced the time a road is closed by over an hour
- We removed 11 trees by 31 March 2017
- We are now averaging 23 trees cleared per month

Co-responding to support South Central Ambulance Service (SCAS)

We continue to provide a co-responder service in key locations, and currently operate this initiative from: Slade Park (Oxford), Abingdon, Didcot, Thame and Henley, as well as with a resilience appliance that operates County-wide.

• We attended 1, 736 co-responder incidents in 2016/17.

Cardiac arrest to support South Central Ambulance Service (SCAS)

All of our fire engines carry defibrillators and key stations also have one in prominent areas. Our crews across all 24 Fire Stations are now alerted to attend as the nearest community asset for 'cardiac arrest' incidents (in addition to SCAS resources). This ensures the quickest response times to such incidents are achieved.

Effecting Entry to support South Central Ambulance Service (SCAS)

We are now working in partnership with Thames Valley Police (TVP) in providing fire crews to 'effect entry' on behalf of TVP for SCAS. When SCAS have been called to a premises for a medical emergency and are unable to gain entry to the property, our crews can arrive quickly and have a range of equipment and experience that can be used to make entry while causing limited damage, and being able to secure the property if required.

Performance

We measure our performance in two ways:

- 1. Against our own targets for key measures.
- 2. Benchmarking against other similar Fire and Rescue Services.

Every Service and Department within Community Safety Services sets performance measures and targets to ensure continuous improvement. Performance is monitored regularly throughout the service during monthly one-to-ones. Quarterly Performance reports are scrutinised by our Tactical and then Strategic Leadership teams before being submitted to the County's Corporate Leadership Team and the Scrutiny Committee.

Performance against key measures for 2016/17

In relation to our strategic performance measures we exceeded our targets in all but one measure (pillar 4) – we did not meet our target to advise 3,409 businesses. This was due to a lower than expected submission of consultations to our fire safety and trading standards departments. We did however, interact with businesses across Community Safety Services and this is reflected in the high numbers achieved for overall safety messages delivered:

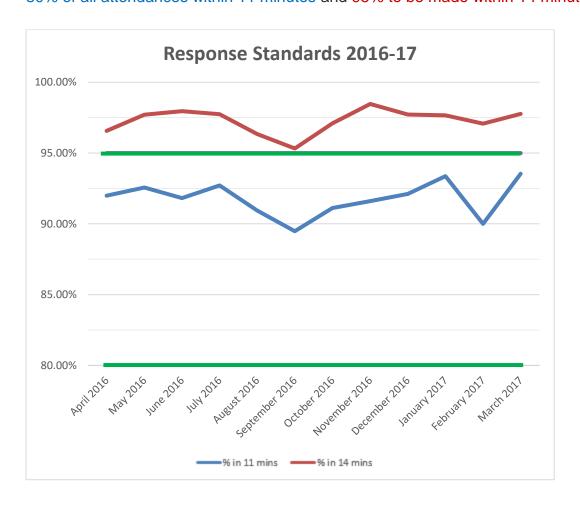


Key data that feeds our 365alive performance is summarised below:

- 34 fatalities at RTCs.
- 25 successful rescues from primary fires.
- 296 successful rescues from all other emergency situations, excluding fires.
- 89,308 people reached through Prevention Campaigns.
- 96 Fire Cadets trained.
- 3,245 Safe & Well visits conducted.
- 57 Gypsy & Travellers Fire Safety Advice visits.
- 397 Fire Protection Audits.
- 658 Building Control Fire Protection Consultations.

We also performed well in our measure of response standards, being consistently over our targets of:

80% of all attendances within 11 minutes and 95% to be made within 14 minutes:



For 5-year trend analysis please refer to Appendix A.

Trading Standards

Key achievements for the team in 2016/17 include:

- 543 entries to the primary school Firework Safety poster competition.
- 831 electric blankets tested.
- 1,392 people spoken to during community engagement events regarding scam prevention.
- 571 visits to traders, farmers and businesses.
- 860 businesses spoken to during business interactions.
- 600 pieces of weighing or measuring equipment tested and verified.
- 511 requests from businesses for Trading Standards advice.
- £254,000 saved or recovered for victims of doorstep crime.

Enforcement Action under Road Traffic Act:

Prosecutions: 43

Warning/advisory letters: 117

Public reports: 235

Vehicles seen by officers: 78

Enforcement Action under "Road Traffic Act":

Trading Standards monitors the County's weight restricted roads and takes action when contraventions of these restrictions are identified. This work protects communities where inappropriate roads could be used by heavy good vehicles as a short-cut and helps maintain the County's road infrastructure where restrictions have been introduced to protect weak structures.

Appleford:	2	Launton:	36	Sonning:	1
Charlbury (weak	27	Little Milton:	8	Stanton St. John	2
bridge):					
Clifton Hampden:	7	Marsh Baldon:	3	Sutton Courtenay:	6
Deddington:	1	Newbridge:	16	Warborough:	36
Enstone:	42	Wheatley:	1	Watlington:	14
Garsington:	2	Radcot/A4095:	1	West Hagbourne:	8
Gavray Rd,	1	Sandford-on-Thames:	1	Whitchurch-on-	11
Bicester:				Thames:	
Islip:	5	Shabbington:	4		

Information about Trading Standards' Services, responsibilities and plans can be found here- https://www.oxfordshire.gov.uk/cms/content/about-trading-standards

Gypsy and Traveller Service

Oxfordshire Gypsy and Traveller Service attend unauthorised encampments in the county and manage the six OCC owned permanent Gypsy and Traveller sites. The team also provide Gypsy and Traveller Services to Brent Council under contract.

Key achievements for the team in 2016/17 include:

- Responding to and resolving 36 unauthorised encampments arising during the year involving a total of 190 caravans which is an increase from the previous year.
- Conducting Safe and Well visits to all residents of OCC owned sites to improve fire safety.

The contract with Buckinghamshire County Council came to an end on 31st March 2017 as a result of these sites being sold.

Emergency Planning Unit

In December 2016 Emergency Planning moved from Woodeaton bunker to OFRS HQ, Kidlington. This move has produced a cost saving by closing an expensive to run location, and also improved integration by embedding within Community Safety Services.

Key achievements for the team in 2016/17 include:

- 2000 Preparedness packs issued to residents at Countryfile Live.
- 10k Leaflets issued to Oxfordshire residents as part of 'be ready' campaign.
- 50 Staff, volunteers and local event organisers safer following Project Griffin counter-terrorism training.
- 8 Critical Plans reviewed.
- 14 Large exercises facilitated, including: mass fatalities; human infectious diseases and Site specific plans.
- Major incidents attended: Henley Gas release, Didcot flooding, and Gibbs Crescent explosion.

Performance benchmarking

We collect the same performance information as similar Fire and Rescue Services. This allows us to compare our performance at the end of the year and share ideas to help each other improve.

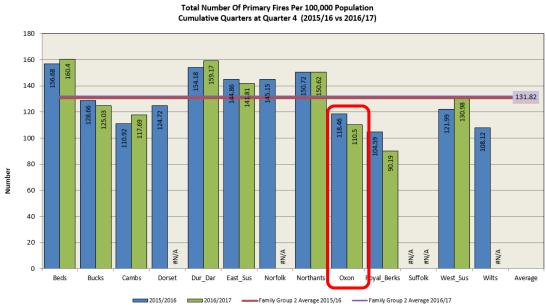
The Fire and Rescue Services in our family group are: Bedfordshire, Buckinghamshire, Cambridgeshire, Dorset, Durham and Darlington, East Sussex, Norfolk, Northamptonshire, Royal Berkshire, Suffolk, West Sussex and Wiltshire.

The family group average for each measure is shown by the blue line for the year 2016/17 and red line for 2015/16, on the following charts. The data from a number of Fire and rescue Services was not released at the time of this publication and is not included in the charts.

Deliberate primary fires per 100,000 population

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

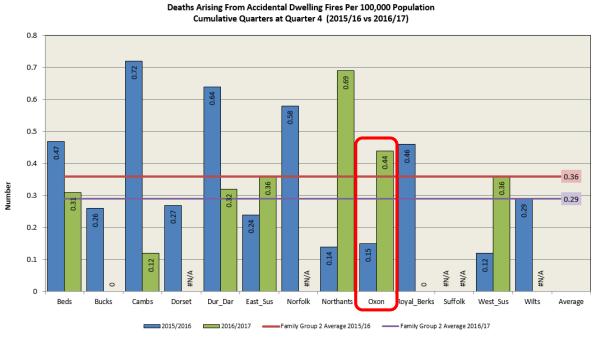
Our total number of primary fires per 100,000 population is below the average for the family group.



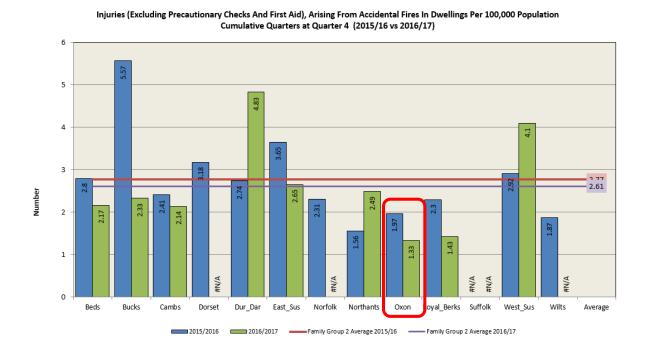
Primary fires are more serious fires that harm people or cause damage to property (a more detailed definition is contained within the appendices)

Accidental fire deaths (in dwellings) per 100,000 population

Unfortunately, there were 8 fire deaths in the county during this period. This appears to be an exception in our 5-year trend analysis. Any loss of life is a tragedy, yet the performance measure we set ourselves of no fire deaths will always be challenging. We review every fire death to ensure we fully understand the circumstances and can implement any actions to reduce the likelihood of similar occurrences.



Our total number of injuries arising from accidental fires per 100,000 population is below the average for the family group.



Our employees

Our employees are our most important asset and we continue to invest in them, some of our achievements were:

Oxfordshire County Council Choice Awards 2016



Enthusiasm Award – Clive Durbin (Fire and Rescue)

One Team – The TVFCS Programme Team (Fire and Rescue)

Commercial Award – Tony Hughes (Workshops)

Customer Focus Award – Malcom Tandy (Prevention)

Innovation Award – David Sandy (Trading Standards)

British Empire Medal (BEM)



In June 2016 Watch Manager Charlie Williams from Burford Fire Station was awarded a British Empire Medal (BEM) as part of The Queen's birthday honours for his dedicated service and efforts in improving safety in the community.

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

Watch Manager Williams has served with OFRS for 38 years and joined to follow the footsteps of his father.

Attendance and sickness

During 2016/17 Community Safety Services (CSS) comprised:

•	OFRS Wholetime Duty System	229
•	OFRS On-Call Duty System	310
•	OFRS Support Staff	79
•	Trading Standards Staff	32
•	Gypsy and Traveller Staff	5
•	CSS Total Staff	655

The number of work days lost to sickness from all of our staff continues to be one of the lowest of the county council with an average of less than 4.6 days per annum.

Customer satisfaction

OFRS Customer Satisfaction Survey

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

Summary of survey results 2016/17

- 100% of respondents were satisfied with the level of service they received at the time of their incident, with none stating a dissatisfaction with any element of the service, nor offering suggestions as to how the service could be improved.
- We also sought comments on the question: 'Was there anything the FRS did particularly well?' There were no specific responses; however, generic comments were received, for example: "I was very happy with the quick response and their dedication to solving the problem. They were well organised and professional".

We recognise the importance of reviewing our interaction with members of the public, and we are currently reviewing how we do this to ensure we encompass all key functions within Community Safety Services in future years.

Complaints

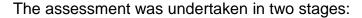
During 2016/17 Community Safety Services received two formal complaints: one relating to Gypsy and Travellers Service and one relating to our Trading Standards Service - all relevant learning has been actioned.

Freedom of Information Requests

During 2016/17 we processed 75 Freedom of Information requests; 69 of which were processed within the time limit, the remaining 6 were late due to the complexity of the request.

Customer Service Excellence

Oxfordshire Fire and Rescue Service has maintained its Customer Service Excellence (CSE) Award - a government backed standard that demonstrates how much our organisation continues to focus its activities effectively on meeting the needs of the people of Oxfordshire.



- 1. The first stage was a review of your self-assessment submission. This review enabled the assessor to gain an The Government Standard understanding of how the organisation has met the requirements of the Customer Service Excellence standard.
- 2. The second stage was to review the actual service delivered on-site. This was conducted through reviewing practices as well as speaking to staff, partners and customers. This included following customer journeys through our processes and how these aligned with customer insight. The three areas looked at were.
 - An Education Event
 - WM Promotional Process
 - Fire Safety Inspection









Finance: Our budget for 2016/17

The total net budget for Community Safety Services for 2016/17 was £25.789m, with a controllable service budget of £23.463m. To support financial pressures across OCC we managed our budgets with strict control resulting in a £1.76m underspend.

For more detail see the statement of accounts and audit that can be found on the OCC public website: Annual Accounts and Audit

Benchmarking finance data is also available in the Fire and Rescue Service Statement of Assurance.

The Fire Fighters Charity

In 2016/17 we raised £143,050 in aid of the charity through fundraising events and through on-station clothing banks, lottery and regular giving programmes. Our service is consistently the highest per head of workforce fundraiser in the UK, by nearly 20%.

The money we raised assisted the charity in helping 63 beneficiaries.

Our continuing work with the Fire Fighters Charity helps in reducing the impact of illness and injury to every one of our staff.

Contact us

Should you require any further information please contact us:

Community Safety Services Sterling Road Kidlington OX5 2DU

Telephone: 01865 842999

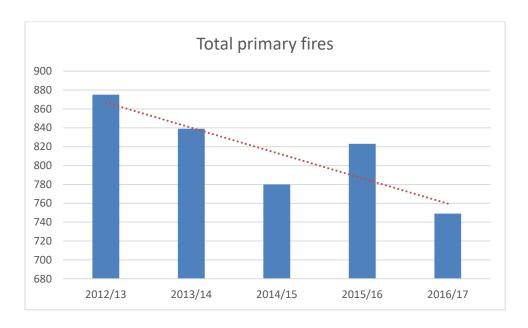
8.30am - 5pm, Monday - Thursday

8.30am - 4pm, Fridays

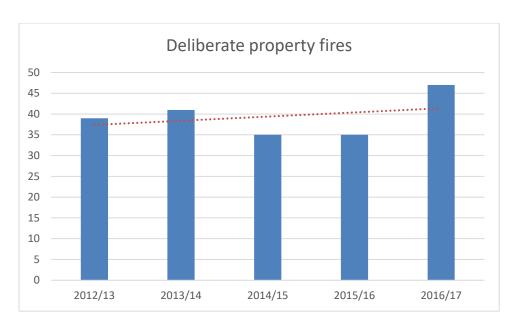
Fax: 01865 855241

Appendix A

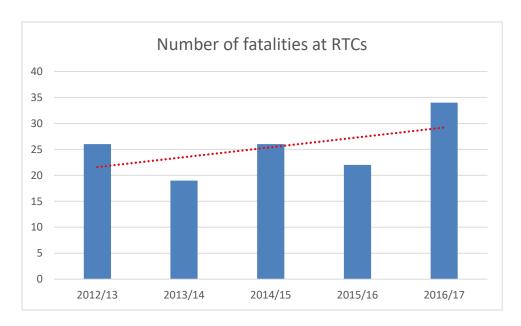
5-year trend analysis







We saw an increase in our deliberate property fires in 2016/17. Although this reflects a national trend, we ensure every fire is fully investigated in collaboration with specialist officers from Thames Valley Police. We also use and share data intelligence to ensure we are able to identify trends and focus prevention activity.



During 2016/17 Oxfordshire saw 0.8 % increase in those Killed or Seriously Injured (KSIs) on our roads; this is set against a background of a 2% increase in Oxfordshire's road traffic volume.

Factors affecting performance and risk mitigation

The collapse at Didcot Power Station continued to have an impact on organisational resources and commitments into 2016/17.

We made changes to our staffing structure and the responsibilities that some staff held as a result of the County's recruitment freeze and the financial savings, some of which were brought forward. This resulted in some organisational redesign and new ways of working which required change management skills, time and effort.

During 2016/17 the governmental responsibility for Fire and Rescue shifted from the Department for Communities and Local Government to the Home Office which required strategic engagement.

Infographics

See next page

Our Performance at a Glance

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



1.059

2,020

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



4,650

93,049

Vulnerable children and adults helped to lead more secure and independent lives supported by safe and well visits.



6,602

6,250

Businesses given advice and support to grow.



Safety Messages delivered.



27,356



Response standards



Safeguarding





Safe & Well Visits

92 3.24

Traffic data 2016/17

Increase in traffic volume through Oxfordshire

2015/16



2016/17





2015/16**Vs** 2016/17

People killed and Seriously injured

DELIBERATE FIRES IN HOMES

110

INJURIES IN HOMES

12

Gypsy and Traveller



is an increase from the previous year.

Trading Standards



business interactions



SCAM PREVENTION

people spoken to during community engagement events regarding



requests from businesses for Trading Standards advice

saved or recovered for victims of **DOORSTEP CRIME**

by Trading Standards across Oxfordshire.

Protection



Total number of informal actions

(including Action plans)

37

Enforcement Notices Issued

4 Prohibition Notices Issued

2 Prosecutions completed



Oxfordshire County Council Fire and Rescue Service

Agenda Item 7

Community Risk Management Action Plan









Do you want to become an on-call firefighter?



Do you want to become an on-call firefighter?

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

Where do you work?

You need to live or work near to a fire station as you need to get there within a few minutes of a call. We can't predict when you'll be called out, so need to be flexible in your work. The chances are that you'll be working at home, self-employed or for a community-minded employer who can let you respond to fire calls.

Are you fit for the job?

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

How often will you be needed?

On average, you will be called out two or three times a week for a couple of hours. You can be paid for being "on-call" for only part of the day or week. There is a shortage of people who are available during weekends, but you would have some evenings and weekends free if you need to, and still do this worthwhile job.

What do you get out of it?

Apart from the excitement, the challenge and the satisfaction of a job well done, your training will assist you in becoming more self-reliant and confident. You will also get continual, on-going training in the use of equipment and in other more general life skills including first aid. Added to all this, you get paid! You are paid a basic retainer, plus a fee for call-outs and another fee for going into action. You also get paid for training and duties like equipment maintenance.

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

Contents page

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Welcome and forward



Councillor
Judith Heathcoat
Cabinet Member for

Community Safety

Sevices



Chief Fire Officer Simon Furlong

Director of Community Safety Services

We are very pleased to present Oxfordshire County Council Community Safety Services' Community Risk Management Action Plan for 2018/19. This highlights the key projects we are proposing to undertake during this period, which will lead to a safer Oxfordshire.

With the launch of our new (6-year) 365alive vision in April 2016, we broaden our view of community safety and will ensure an effective response to emergencies in a wider life-saving role, which includes medical calls to support the ambulance service. We will strive to mitigate the social, economic and environmental consequences of incidents.

The service is committed to delivering a high performing service which provides excellent value for money to the tax payer. Our integration within the wider county council and collaboration with partners enables us to ensure that we are joined up in delivering solutions to the key issues affecting our communities. These include safe and well visits & safeguarding of vulnerable people, whilst helping to deliver a thriving Oxfordshire.

We are extremely proud of Oxfordshire County Council Community Safety Services and of our achievements during recent years on keeping people in the county safe in their homes, at work and on our roads. This Community Risk Management Action Plan will assist us to meet the challenges ahead, by continuing to provide an efficient and effective public service.







Introduction

The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which fire authorities must have regard when discharging their functions.

The 2012 Framework requires each fire and rescue authority to produce a publicly available Integrated Risk Management Plan (IRMP). We have called this our Community Risk Management Plan (CRMP) to make it more meaningful to the public and to reflect our broader Community Safety Services.

The Framework also states that fire and rescue authorities should review the effectiveness of 'cross-border' integration arrangements with neighbouring authorities and set these out appropriately in their IRMPs. Each fire and rescue authority should ensure that the IRMP:

- Is regularly reviewed and revised and reflects up-to-date risk information and evaluation of service delivery outcomes.
- Has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external community risk registers and internal risk registers, to ensure that civil and terrorist contingencies are captured in their IRMP.
- Reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders.
- Demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost effective way.
- Provides details of how fire and rescue authorities deliver their objectives and meet the needs of communities through working with partners.
- Has undergone an effective equality impact assessment process.

Going forward: 365alive 2016-22 vision

Our new 365alive vision is 'working together, every day, to save and improve the lives of people across Oxfordshire'. Our vision is supported by the whole of Community Safety Services including: Fire & Rescue; Road Safety, Trading Standards, Emergency Planning Unit, Commercial Training Services and Gypsy and Travellers Services.

The vision describes the strategic outputs we will have achieved by 2022:

- 6,000 more people will be alive because of our prevention, protection and emergency response activities.
- 85,000 children and young adults 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 visits.
- 25,000 businesses given advice and support to grow.
- We have set a social media reach target of 1.6 million interactions across various social media platforms.

PREVENTION, PROTECTION & EMERGENCY RESPONSE

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

EDUCATION

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

VULNERABLE / LOOKED AFTER CHILDREN & ADULTS

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

BUSINESSES

20,000 businesses given advice and support to grow.

1.6 Million
Safety Message

365alive website

Key strategic documents and links to the CRMP

Departmental & Station Plans

These plans are specific to functional departments and communities. They detail what we will do and how we will make sure it gets done.

365alive: Our Strategic Aims & Targets

PREVENTION, **PROTECTION** & EMERGENCY RESPONSE

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

EDUCATION

85,000 children and young adults (to include looked after children) to to lead safer and

VULNERABLE / LOOKED AFTER **CHILDREN & ADULTS**

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

BUSINESSES

20,000 businesses given advice and support to grow.

Safety Messages

Strategic Documents

Our strategic documents set out our intentions to develop and improve all areas of the service

PREVENTION, PROTECTION

RESPONSE, RESILIENCE

ORGANISATIONAL DEVELOPMENT

ASSET MANAGEMENT

COMMUNICATION

FINANCIAL

Community Risk Management Planning

This identifies the risks to our communities. It states how we can provide and deals with emergencies.

Community Risk Management Plan 2017-22

Community Risk Management Annual Action Plans

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

Our Performance Pledge

This document tells the community what level of performance and service they should expect from us.

Oxfordshire County Council Ambition - A Thriving Oxfordshire

- A thriving economy
- Protection of the vulnerable
- Efficient public services

5 year CRMP (2017-2022) annual update

This section summarises any key strategic changes or changes in emphasis from our 5-year CRMP.

Our Values: Historically we have adopted the National Fire and Rescue Service Values *and* those of our Fire Authority: Oxfordshire County Council (OCC). To ensure we are clear and focused we have adopted the new OCC Values released in 2017 following extensive staff consultation:

We do the best we can for residents.









- This means we:
 - work together in a supportive and honest way
 - strive to find the best solutions
 - are open to change and doing things differently.

Our Structure: Following a competitive process we decided to change our Principal Officer Management team structure; as such we appointed two Assistant Chief Fire Officers rather than one Deputy and one Assistant.

Projects

The following projects will be included within the fire authority's CRMP for the fiscal year 2018/19:

- Project 1: Establishing Community Safety Advocates or Wardens. (ACO Grahame Mitchell)
- Project 2: To increase the diversity of the Operational Workforce in order to reflect the community that we serve. (David Heycock)
- Project 3: To review resourcing of our fire protection service delivery and the
 effective enforcement of fire safety legislation in the County. (Richard Webb)
- Project 4: Implement the outcomes of the 2017/18 review whole-time shift duty system (David Heycock)

Our medium term financial plan and supporting business strategies underpin the proposals within our CRMP action plan.

Project 1:

Responsible manager:

ACO Grahame Mitchell

Purpose

To explore new ways in which communities can build their own resilience assisted by establishing Community Safety Advocates or Wardens. The current model is heavily reliant on our firefighters completing many varied prevention activities, however as our emergency calls rise as we take on new community based roles such a co responding to medical emergencies, and gaining entry on behalf of the Ambulance Service we need to ensure we have a sustainable model that is fit for the future.

Objectives

- To increase the wellbeing and safety of all of our residents by coordinating the local prevention activities in assisting community and individuals to be more resilient – typically through local Fire Stations based in the heart of the community.
- To trial new initiatives in small market towns to deliver bespoke prevention activities that the community identify as important.
- To use our Safe and Well visits to promote a wide range of wellbeing initiatives making all of our residents safer in their homes.
- To minimise the impact of a wide variety of vulnerabilities by working in partnership with partners and volunteers to achieve our objectives.

Outcomes

To capitalise on the community held skills and local knowledge to keep their neighbours and friends safe and well using the existing networks of individuals and organisations within the immediate vicinity of each community.

To provide necessary training and coordination activities, with a view to each place becoming less reliant on public services by prevention activities: one example recognises that issues such as slips, trips and falls impact upon both the individual and the health services and by potentially preventing falls, by some simple practical steps such as the fitting of hand rails, could greatly assist in the area.

Project 2:

Responsible manager:

David (Gabby) Heycock

Purpose

To increase the diversity of the operational workforce in order to reflect the community that we serve, support innovation, positively impact on our culture and to better integrate with all communities.

Objectives

- To amend current policies, procedures and processes to deliver improved diversity.
- To specifically increase the current low levels of women and BME members in the service.
- To explore and experiment with initiatives and approaches to increase diversity.
- To look at national best practice both within and outside of the fire sector.

Outcomes

To increase the number of women and BME members in the service.

To have delivered positive action events.

To have an understanding of the frameworks and processes in use elsewhere and to have considered their suitability for OFRS.

Project 3:

Responsible manager:

Richard Webb

Purpose

To review resourcing of our fire protection service delivery and the effective enforcement of fire safety legislation in the County. It will consider the interrelationship between Protection and Response and review the effectiveness of our approach to: training, succession planning and competency in respect of the specialist skills required to deliver fire protection activities. It will also consider opportunities for Thames Valley collaboration and opportunities to improve the fire protection competencies of the wider workforce.

Objectives

- To review the reactive and proactive demands for fire protection activities and how these have changed in recent years
- To identify the resource requirement to meet public and organisational expectations and to manage periods of exceptional pressure.
- To develop a robust workforce plan to enable the Service to continue to meet its fire protection responsibilities, exploring opportunities for the alignment of supporting processes such as training, succession planning and access to specialist skills with Thames Valley partners.
- To implement processes to ensure operational crews have the knowledge and skills required to best support local businesses, identify fire safety concerns when responding to incidents and to aid the operational response to incidents.

Outcomes

To have effective arrangements to identify and correct failures in the management of fire safety risks in non-residential premises in Oxfordshire.

To deliver proactive inspections of higher risk premises in accordance with an accepted risk-based reinspection programme.

To implement shared delivery models established with Thames Valley Partners to improve: resilience, efficiencies in training, career development and succession planning, etc.

To ensure operational crews are better equipped to best support local businesses and recognise and interact with the active and passive fire protection measures that are designed into complex buildings to enable them to bring fires under control. To improve resilience for key functions.

Project 4:

Responsible manager:

David (Gabby) Heycock

Purpose

To implement the outcomes of the 2017/18 review whole-time shift duty system.

Objectives

- To ensure that the use of resources is effective and efficient and aligned to our strategic intentions
- To co-design with staff working arrangements that support the delivery of our preventative and protection work and provide effective emergency response when it is needed.
- To use data to design evidence based arrangements that are also forward looking. To learn from other fire and rescue services and consider the use of good practice from elsewhere.
- To liaise with the Thames Valley Fire and Rescue Services and to look for opportunities to align where possible.

Outcomes

To provide optimum crewing that reduces over provision and gaps in crewing levels. To provide a shift system that supports our staff's welfare and work life balance. To provide a shift system that supports the wider availability across the service.

Division(s):		
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PERFORMANCE SCRUTINY COMMITTEE – 21 September

Safer Oxfordshire Partnership Community Safety Agreement 2016-17

Report by Simon Furlong, Director of Community Safety and Chief Fire Officer

Introduction

- 1. Community safety legislation states that there is a requirement for an annual countywide Community Safety Agreement in two tier local authority areas. The agreement provides a joined-up approach to community safety service delivery in order to enable more effective and co-ordinated strategic planning across partner agencies and to ensure sustainable and lasting improvements in delivering outcomes. It is supported by an annual strategic intelligence assessment which sets out the main trends relating to crime and anti-social behaviour over the previous year.
- 2. The Community Safety Agreement 2017/8 is attached to this paper and sets out the shared priorities for the partnership and the activity that was agreed to drive these priorities forward. It also includes our achievements for the previous year as well as further information about the role and structure of the partnership. The agreement is approved by the elected member-led Safer Oxfordshire Partnership Oversight Committee chairman and County Council Councillor Kieron Mallon. Councillor Mallon is also the police lead for the County Council and our representative on (and Deputy Chairman of) the Thames Valley Police and Crime Panel.
- 3. The Committee is invited to consider how the partnership is delivering against its shared priorities, as set out in Annex 5 of the agreement. In particular, the partnership welcomes support and challenge on the activities where the partnership is the lead agency. It also welcomes scrutiny on the allocation and use of the Community Safety Fund from the Police and Crime Commissioner, specifically in relation to countywide activities including Public Health, the Youth Justice Service, Domestic Abuse, and preventing radicalisation.
- 4. The Performance Scrutiny Committee is RECOMMENDED to advise on areas of improvement for the partnership in delivering against its priorities for 2017/18.

Exempt Information

5. None

Background

- 6. The Safer Oxfordshire Partnership is a countywide, multi-agency, community safety group that supports the coordination of shared community safety priorities across the county. The overarching objective of the partnership is to work collaboratively to reduce crime and anti-social behaviour through prevention-focused activities. The partnership is supported in this task by the four district level multi-agency Community Safety Partnership (CSPs) who develop rolling plans to support delivery of their local priorities. Current membership of the Safer Oxfordshire Partnership is shown in Annex A. It can be noted that many of the same agencies are represented on both the Safer Oxfordshire Partnership and the district Community Safety Partnerships.
- 7. The partnership's priorities are driven by the Police and Crime Commissioner's (PCC) five-year strategic plan for Thames Valley (2017-22) as well as local community safety concerns. The partnership priorities for 2017/8 are set out on pg7 of the attached Community Safety Agreement.
- 8. The allocation of the Community Safety Fund which is received annually from the Police and Crime Commissioner is agreed each year by a funding sub-group consisting of all existing grant recipients and the Local Policing Area Commander represented on the partnership. The grant agreement is agreed with the Office of the Police and Crime Commissioner in June each year and grant recipients provide a mid and end of year report for the Commissioner, which is collated by the partnership. This is the only regular grant funding received by the partnership.

Performance issues

9. The outcomes for the partnership are set out in the delivering priorities table in Annex 5 of the Community Safety Agreement. Other than the district CSPs, which are scrutinised by the District and City Councils the majority of the funding is used to support activities being delivered by Public Health, the Youth Justice Service and countywide domestic abuse services. The impact of the funding for each of these areas of work is summarised by the strategic leads below.

Domestic Abuse £94,374 – Sarah Carter (Strategic Lead Domestic Abuse, Oxfordshire County Council)

- 10. The Strategic Lead reports that the grant is being spent to support three key areas of work that continue to be a priority following publication of the Strategic Review of Domestic Abuse in October 2016. This includes a Violence Against Women and Girls (VAWG) post, IDVA posts to support high risk victims and funding to support the continued development of the Domestic Abuse Champions Network.
- 11. The Council now employs a **VAWG Coordinator** who works across Oxfordshire to join up initiatives to support the domestic abuse and reducing violence against women and girls agenda. Outcomes so far this year include:
 - (a) producing and launching the www.LGBToxon.uk website,

- (b) organising 2 'Books Beyond Words' training sessions in Oxfordshire for frontline practitioners to work with people with Learning Disabilities experiencing abuse
- (c) led the Home Office's VAWG Transformation Fund bid for the Thames Valley BAMER Project (Black, Asian, Minority Ethnic and Refugee communities) which was successfully awarded £400k for new Refuge accommodation.
- 12. In terms of education and training, the VAWG coordinator has developed:
 - (a) a 6 week 'healthy relationships' programme for a youth group in Blackbird Leys, supporting Oxford CSP's focus on reducing domestic abuse in the area.
 - (b) The post delivers regular training sessions on domestic abuse to
 - (1) medical students at the John Radcliffe Hospital,
 - (2) Thames Valley Restorative Justice Service and Thames Valley Police Integrated Offender Managers, and to
 - (3) nursing and midwifery students at Oxford Brookes University.
- 13. **The IDVA service** provides a rapid pathway to immediate support by anyone identified as at high risk. This is particularly important as seeking help can escalate risk. The current provider is Reducing the Risk and each year the service works with more than 300 victims. This includes new referrals, victims who continue to need support and repeat referrals for victims who come back into the system.
- 14. There are currently up to 1000 **Domestic Abuse Champions** operating across Oxfordshire. The Domestic Abuse Champions Network spans across all areas geographically and across a diverse range of agencies. We have Champions who work in schools, colleges and across a range of agencies and health settings and provide key links in enabling victims and their children to access appropriate help and support.

Public Health £50,656 – Jackie Wilderspin (Public Health Specialist, Oxfordshire County Council)

- 15. The grant received by Drugs and Alcohol service commissioners in Public Health in 2016-17 was spent in 2 areas of work Reducing Reoffending and Reducing Alcohol Related Harm. These are described briefly below. This work is continuing in 2017-18 thanks to a further grant.
- Drugs treatment services in Oxfordshire are provided by Turning Point, commissioned and contract managed by Public Health at the County Council. As part of this contract treatment is provided for offenders on Drugs Rehabilitation Requirements (DRRs) and Alcohol Treatment Orders (ATOs) as part of their sentence. These clients undergo treatment for their addictions, with regular drugs tests, and also have opportunities to gain work experience, qualifications and other support to sustain their recovery. One of the settings for this work is the Refresh Café on Cowley Road in Oxford. PCC funding is used to employ 2 workers for that venue, working with a range of clients, many of whom are on court orders.

17. Outcomes of this work include:

- Work Based Opportunities for Offenders including those on DRRs, ATOs, released from prison or on day release. Clients have an average of 60 hours of work experience during their placement
- Opportunities for all volunteers (including offenders) with an expectation of attendance on 2 days a week. The volunteers receive training in food hygiene, link to other volunteering and employment programmes and are helped with interview techniques, job searching, opening bank accounts etc.
- <u>Drug & Alcohol Free / Recovery Support</u> activities to ensure the clients have holistic care. They are encouraged to attend AA or NA meetings (which are held at the Café) and other recovery groups. They are also linked to mental health services, housing, Children Social Care etc as necessary.

18. Summary of achievements in 2016-17

Outcomes	Target	Actual
Number of Offenders volunteering at the		
Refresh Café	35	81
Number of hours delivered by volunteers at the Refresh Cafe		4,694 hrs
Number of Offenders completing an accredited Volunteering Training Programme	25	28
Number of Offenders moving into further Training	10	13
Number of Offenders moving into paid employment (including Subway sandwich chain (3), Pret a Manger, McDonalds, Booker Cash and Carry (3), Catering, Sainsbury (2), Building work (4), Unipart, Social Care.	15	26
Number of Offenders becoming Drug/ Alcohol free	20	37
Number of Public Awareness Campaigns completed (Cowley Road Carnival, Truckfest)	3	2
Number of volunteers receiving Food and Hygiene level 2 qualification		39

- 19. The work to reduce alcohol related harm is undertaken by many partners and in many settings. For example, Public Health continue to commission the Community Safety Practitioner who works in the Emergency Department at the Hospital Trust, following up people who arrive with alcohol related injuries or as a result of violence. She offers advice, referrals into treatment services or care plans with other agencies as appropriate. A more comprehensive report on this work was included in the Alcohol and Drugs Partnership annual report.
- 20. Alcohol Campaigns to reduce alcohol related harm were also funded through the PCC grant in 2016-17. This focussed on Dry January, particularly aimed

at people who are drinking above the recommended maximum (which is 14 units per week for both men and women) and who, as a consequence, are likely to be damaging their health. This level of drinking can also have social and community safety implications, including drink driving, public order, domestic abuse and anti-social behaviour.

- 21. In addition, the Public Health team designed and distributed Alcohol Scratch Cards. These postcard sized resources can be used by a range of professionals to engage people in a brief conversation about drinking alcohol. These conversations often improve motivation to drink less and lead to decisions to reduce alcohol consumption. Public Health commission training sessions on how to deliver brief advice on alcohol in order to prevent alcohol related problems. Everyone attending the training is given scratch cards as a resource for working with their clients. Over 160 professionals from a wide range of agencies have received this training in the last 18 months.
- 22. The work at the Refresh Café is continuing during 2017-18 and is still supported through the PCC grant. In addition, the Drugs and Alcohol Commissioners are discussing the implications of the recently published national Drugs Strategy and will contribute to a meeting of the Reducing Reoffending Strategy Group on this topic later in the autumn. Plans for alcohol harm reduction campaigns are also being drawn up.

Youth Justice Service £226,913 Amrik Panaser (Head of Youth Justice Service, Oxfordshire County Council)

- 23. **First time Entrants:** The latest published data in this indicator relates to the calendar year January to December 2016. There were 164 actual First-time Entrants to the Youth Justice System which is 11 less than 2015. This is a 43% reduction on 2011/12 levels. This indicator is reported as a rate per 100,000 of the 10-17 population. Performance is better than National and Thames Valley rates but below that of the South-East and family group of Youth Justice Services.
- 24. **Reducing Reoffending**: The most recent data for 2016/17 (year to date) is that we have a reoffending rate of 31.9%; this is statistically better than all comparison groups nationally and locally (38% for England and 33% against our statistical neighbours).
- 25. **Reducing Custody**: There were 7 custodial sentences in the year out of a total of 188 court sentences. This equates to 3.7% and is a rate of 0.12 per 1,000 of the 10-17 population. It is a decrease on the previous year in which there were 12 custodial sentences in the year out of a total of 184 court sentences. This equated to 6.5% and is a rate of 0.20 per 1,000 of the 10-17 population. This Data is better than National and South-East rates and equal to the average for family group of Youth Justice Services.
- 26. **Restorative Justice Outcomes: 2016-2017** which is amongst the best nationally in the sector. We have also achieved **the Restorative Justice Council Quality Mark** for the second time:

- Relevant interventions closing in that period for offences involving personal victims: 204 (the number was 138 in 2015-16)
- Number of victims for those offences: 256 (the number was 192 in 2015-16)
- Number of victims contacted and consulted: 235 (92% of victims) (the number was 156 in 2015 -16 = 81%)
- Of those contacted, number of victims engaging in a restorative process: 126 (68% of victims who were contacted) (the number was 99 in 2015-16 = 64%)
- Number of victims engaging in a face to face meeting: 41 (17% of victims who were contacted) (the number was 31 in 2015-16 = 20%)
- Number of victims engaging in an indirect restorative process: 119
 (51% of victims who were contacted) (the number was 68 in 2015-16 = 44%)
- 27. **Joint Targeted Area Inspection (JTAI) Findings:** The Youth Justice Service was included within the JTAI during March 2016, published in May 2016. The feedback to Oxfordshire County Council noted the specific tool devised with the youth Justice Service to identify risk and "... (a) clear understanding that young people face both as perpetrators and potential victims of exploitation" (Pg 5).
- 28. **Partnerships innovation:** Partnership work with community sector, includes groups focussing on risky behaviours, road traffic offences and injuries. Oxfordshire Youth Justice Service initiated a Child on Parent Violence group work course, funded initially by the Office of the Police and Crime Commissioner, and run under the charity SAFE! Some of the families attending the groups have been referred by the Youth Justice Service (10% of YJS caseload involve cases where offences were committed in the home). A total of 36 families have benefited from the programme to date.

<u>Preventing Radicalisation – no PCC grant funding</u> Carys Alty (Prevention and Community Safety Manager, Oxfordshire County Council Fire and Rescue Service)

- 29. A key area of work for the partnership last year was to implement the new Prevent duty which was introduced in 2015 to prevent radicalisation. No grant funding was allocated to support this activity as it was anticipated that partners would use existing resources to mainstream prevent as a safeguarding issue. Key areas of work for the partnership last year included:
 - Setting up appropriate governance arrangements for Prevent across the county and district levels through an agreed memo of understanding
 - Embedding Prevent into existing safeguarding procedures and processes

- Coordinating countywide prevent activity through the multi-agency Prevent Implementation Group and reporting to the Safer Oxfordshire Partnership on progress against the new duty – this includes developing a countywide room hire agreement which includes preventing radicalism as a safeguarding issue
- Developing and delivering the Home Office training package -Workshop to Raise Awareness of Prevent (WRAP) - face-to-face to over 320 front line staff (including schools)
- Raising awareness of Prevent through attending meetings with practitioners and local community leaders (primarily through our Local Authority Designated Officer LADO), as well as providing reports for the safeguarding Boards
- Supporting individuals vulnerable to radicalisation through the Channel Panel
- 30. Towards the end of last year, the partnership put itself forward for a Home Office Prevent peer review (the first area to do) which took place over 3 days in May 2017. The report was received in August 2017 and an action plan is being developed in response.
- 31. According to the annual Counter Terrorism Local Report (CTLP) that is produced in March each year by Counter Terrorism Policing South East and based on local intelligence, Oxfordshire continues to be a low risk area in relation to radicalisation and extremism.

Next steps

32. The partnership will continue to develop its work as set out in the Community Safety Agreement 2017/18.

Financial and Staff Implications

33. None

Equalities Implications

34. None

RECOMMENDATION

35. The Committee is RECOMMENDED to advise on areas of improvement for the partnership in delivering against its priorities for 2017/18.

Simon Furlong
Director of Community Safety and Chief Fire Officer
Oxfordshire County Council Fire and Rescue Service

Background papers: only paper attached is the Community Safety Agreement 2017/18

Contact Officer: Carys Alty Prevention and Community Safety Manager Oxfordshire County Council Fire and Rescue, September 2017

Safer Oxfordshire Partnership

Community Safety Agreement 2017/18



FOREWORD

Welcome to the Safer Oxfordshire Partnership Community Safety Agreement which is the business plan for supporting a safer Oxfordshire. It sets out how the authorities responsible for community safety - such as the police, county council (including the fire and rescue service, social care and public health), district/ city councils, Clinical Commissioning Group, National Probation Service, Community Rehabilitation Company, and the voluntary sector - will all work together to identify our shared priorities to prevent crime and disorder across Oxfordshire.

Our aim is to make Oxfordshire a safer place, especially those who are most vulnerable, and we do this by working together on those priority areas of activity that can be delivered most effectively through a collaborative approach. The partnership works very closely with the multi-agency district/ city Community Safety Partnerships (CSPs) in Cherwell, Oxford, South and Vale, and West Oxfordshire, who develop community safety plans to prevent crime at the local level.

Given our work continues to focus on protecting those who may be vulnerable to becoming a victim of crime, it is important that we have strong engagement with other countywide partnerships, such as the safeguarding Boards, the Health & Wellbeing Board and the Children's Trust. Keeping our communities safer through safeguarding is everybody's business and lies at the heart of successful partnership working.

This plan outlines our priorities for supporting victims, tackling offending and working with the local community to prevent crime and anti-social behaviour to help them stay safe. This year our work continues to prioritise those who are vulnerable and may be exploited by others to commit crime, or are victims of crime themselves, especially in relation to abuse, financial exploitation, slavery and radicalisation.

The Police and Crime Commissioner remains a key partner in supporting our work to prevent crime, support victims of crime and reduce reoffending. We welcome the Commissioner's continued commitment to the Community Safety Fund to keep Oxfordshire safer. I look forward to working with you all safer over the coming year.

Councillor Kieron Mallon

Chairman of the Safer Oxfordshire Partnership

June 2017

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INTRODUCTION

What is the Safer Oxfordshire Partnership?

This countywide partnership provides strategic direction for shared community safety priorities across Oxfordshire. It supports the coordination of community safety activity around shared priorities so that we can more effectively and efficiently reduce crime and anti-social behaviour across the county.

The Safer Oxfordshire Partnership consists of an elected member-led Oversight Committee which provides support and challenge to an officer-led Coordination Group on how we are delivering our shared priorities. The Coordination Group supports collaboration on community safety priorities that are shared across the four district-led Community Safety Partnerships (CSP) areas.

Organisations represented on Safer Oxfordshire include the county and district councils, health, police, the national probation Service, the community rehabilitation company, the prison service and the voluntary sector.

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's 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 responsibilities and those 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 and can be found on the Safer Oxfordshire Partnership webpage.

Purpose of the Community Safety Agreement

The legislation states that an annual community safety agreement is required in two tier county areas. Such an 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.

OUR VISION

WORKING TOGETHER TO REDUCE CRIME AND CREATE A SAFER OXFORDSHIRE

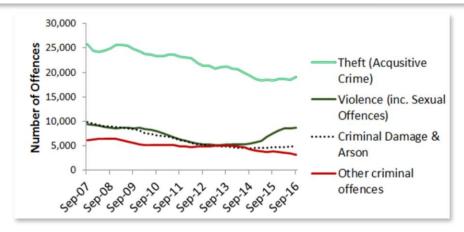
We will deliver this vision through the priorities identified in this plan that outlines our priorities for safeguarding vulnerable adults and children through supporting victims, tackling offending and working with the local community to keep themselves safe.

All of our activity will include consideration of inclusivity and access to Oxfordshire services by minority and vulnerable groups. Oxfordshire is a low crime area and we are committed to working together to ensure that crime levels remain low and we continue to improve the safety of our local community.

SOME OF OUR ACHIEVEMENTS IN 2016/17

PREVENTING RADICALISATION The partnership oversees the implementation of the Prevent duty through providing a forum for partners to coordinate activity at the county level. Prevent has been embedded into existing safeguarding processes and over 320 frontline staff (including schools) have received WRAP (Workshop to Raise the Awareness of Prevent) training. Oxford CSP coordinates progress on Prevent across all specified authorities, whilst all district CSPs monitor implementation of their local Prevent delivery plans.

REDUCE THE RISK OF ABUSE AND EXPLOITATION The strategic review of domestic abuse, which heard the voices of both adult and child victims, as well as perpetrators, has been completed and 9 recommendations are being implemented. Support has been provided for 217 high risk victims of domestic abuse and there are 1135 trained domestic abuse champions across Oxfordshire, with 104 being trained last year. Two Domestic Homicide Reviews have been undertaken in South & Vale. The CSE sub-group has funded activity to build resilience and reduce risky behaviours by young people who may be vulnerable to CSE. This has included outreach work to build resilience amongst at risk young people and providing confidential spaces for hard to reach boys/ young men to discuss challenging issues such as radicalisation, honour based violence, substance misuse and positive families.



*Long-term trends in recorded crime in Oxfordshire, broken down by crime category

EXAMPLES OF LOCAL CSP ACTIVITY....

Cherwell CSP

- CSE street intervention project engaged 470 young people at risk of CSE, especially young white males
- Over 6,800 young people engaged in diversionary/ engagement activities through youth activators

West Oxfordshire CSP

- Engage young people in peer group discussions on crime-related concerns
- Support Safe Places scheme so vulnerable people feel safe out and about

Oxford CSP

- Language School Action Plan to engage students in keeping themselves safe and prevent ASB, including Students Champion Scheme
- Developed and implemented Hotel Watch scheme to prevent CSE

South & Vale CSP

- Fund supported housing for ex-offenders
- 4 area based diversionary projects for young people
- Supported FGM summer campaign

ACTIVITY TO REDUCE REOFFENDING

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

The rate of reoffending for young people who work with the Youth Justice Service has continued to fall. This downward trend is testament to the work of the Youth Justice Partnership who promote effective partnership working with agencies that meet cross cutting agendas, such as risk management and victims.

OUR PRIORITIES FOR 2017-18

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 district/ city Community Safety Partnership (CSP) Plans, provide the evidence base to agree our countywide priorities. The Office of the Police and Crime Commissioner has produced a new 5 year strategic plan 2017 – 22 which sets out the Commissioner's priorities.

Further Information: Evidence for Shared Priorities

Appendix 2: Safer Oxfordshire Strategic Intelligence Assessment 2017

Appendix 3: Police and Crime Commissioner Strategic Objectives

Appendix 4: District/ City Community Safety Partnership Plans and Priorities

Safer Oxfordshire Partnership priorities

Our priorities for 2017/18 are to:

- Support a strategic and operational response to exploitation
- Protect vulnerable people through reducing the risk of abuse and human exploitation
- Reduce anti-social behaviour
- Reduce the harm caused by alcohol and drugs misuse
- Reduce the level of re/offending, especially young people
- Reduce the risk of radicalisation and hate crime
- Support a countywide approach to tackling serious and organised crime
- Provide support and challenge to the Police and Crime Commissioner

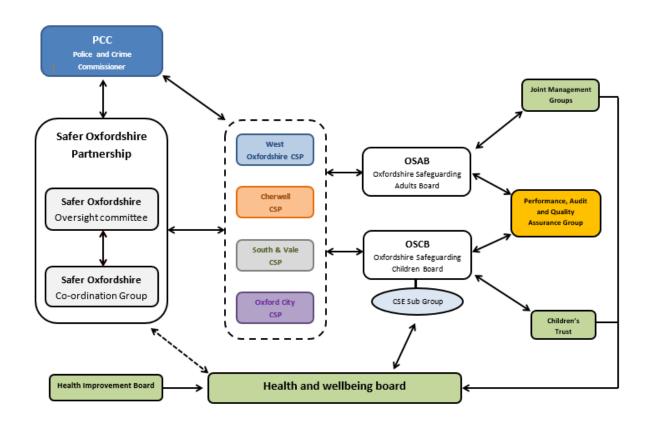
Outcomes have been agreed for each of these shared priorities as set out in Appendix 5. New priority areas of work will be added as necessary.

WORKING IN PARTNERSHIP

Safer Oxfordshire Partnership

Led by elected members and council officers, the Partnership provides a coordinated approach to responding to shared community safety priorities across the four district level CSPs. Representation on the Safer Oxfordshire Partnership includes the county council (children's social care, fire and rescue, public health), the district/ city councils (who chair 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 working protocol clarifies the relationships and information sharing between the Safer Oxfordshire Partnership, the CSPs and these other countywide boards.



Safer Oxfordshire Partnership: relationship framework

Dotted arrow = informal relationship. Solid arrow = formal relationship

The Safer Oxfordshire Partnership is an elected-member-led Oversight Committee and Coordination Group ensure there is a collaborative approach to tackling shared community safety priorities. The partnership also provides a single point of contact for the Office of the Police and Crime Commissioner. The role of the Oversight Committee is to provide support and challenge to the Coordination Group on cross-border community safety priorities.

The Coordination Group is responsible for ensuring that the community safety statutory requirements at the countywide level are being met which include: producing the Strategic Intelligence Assessment, managing the business planning process, supporting effective information sharing and coordinating reporting to the Office of the Police and Crime Commissioner. Appendix 5 lists the members of both the Oversight Committee and the Coordination Group.

Oxfordshire Fire and Rescue Service provides the secretariat function for the partnership. The secretariat also oversees the development of this annual community safety agreement, distribution of funding from the Police and Crime Commissioner and production of the SIA.

Safer Oxfordshire Partnership Website

Safer Oxfordshire Partnership

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Appendix 1 PCC Community Safety Fund Reporting Template

Nominated Local Authority contact for CSF grant:	LPA Commander (or relevant county TVP lead) Name:
Signature:	Signature:
Date:	Date:
Local Authority Area:	Local Authority Area:

Funding Period:	
CSF Grant Allocation:	

Expenditure Title (the expenditure titles proposed in the spending plan must be used in the midand end-year returns):	Objectives (start of year spending plan) OR Progress/outcomes (mid- and end-year returns)	Cost to CSF 2017-18	% of 2017-18 CSF grant	If part-funded by CSF, other funding source(s) and amount(s)
e.g 1. Three IDVA posts based within xxx organisation; 2. ASB post based within community safety team; 3. Cybercrime awareness campaign		£X	X%	

The partnership signs the grant agreement in June and reports to the Office of the Police and Crime Commissioner at mid-year and end-year intervals.

Appendix 2 Safer Oxfordshire Partnership Strategic Intelligence Assessment (SIA) 2016/17 Executive Summary

EXECUTIVE SUMMARY

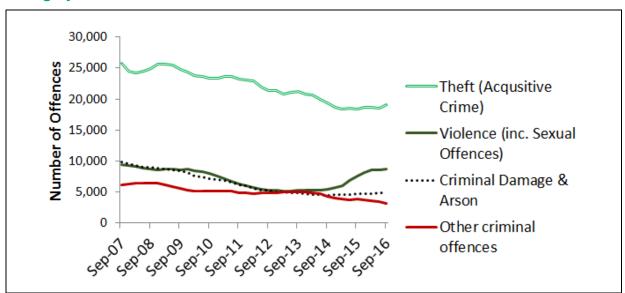
- In the 12 months to the end of September 2016, there was a total of **35,865** police recorded crimes in Oxfordshire.
- Long-term trends for Oxfordshire show a fall in the number of crimes by 30% in the nine years since 2007 and by 1% in the three years since 2013.
- However, the number of crimes rose between 2015 and 2016 from 34,516 to 35,856, an increase of 1,340 or 3.9%. Over the same period, crime in England and Wales increased by 8.8%. The increase in the number of Violence and Sexual Offences is likely to be due, at least in part, to improved compliance by police forces with national recording standards (NCRS). Numbers of crimes in these crime groups have also increased nationally.
- In most cases, Oxfordshire's crime rates per 1,000 people in the population remained below the national average in the 12 months to the end of September 2016.
- Across the county's five districts, Oxford City had the highest rates of most crime types.
- Comparing each district with its set of "most similar areas" shows that the overall crime rate was above average in Cherwell, similar to average in Oxford and South Oxfordshire and below average in Vale of White Horse, and West Oxfordshire.
- Other community safety and crime data shows that:
 - Anti-social behaviour: Police data show that there were 9,177 incidents in the 2016 calendar year, an increase of 1.3% compared with 2015.
 - Domestic abuse: There were 3,146 recorded crimes in the 2016 calendar year, an increase of 0.8% compared with 2015. There were 33,463 non crime occurrences,¹ an increase of 7.2% compared with 2015
 - Exploitation: There is continued focus on issues of child and adult exploitation, including, in particular, child sexual exploitation and modern slavery. In 2016, Thames Valley Police recorded a total of 169 victims of Child Sexual Exploitation in Oxfordshire, a slight increase from 2015 (163).
 - o Hate incidents: Between 2015 and 2016, in Oxfordshire there was:

¹ Non crime occurrences are incidents which have come to the attention of the police, and would normally amount to a notifiable crime, but a resultant crime has not been recorded.

An **increase** in the number of recorded hate <u>incidents</u> (which were non-crime occurrences) from 296 in 2015 to 470 in 2016 (+59%). This was above the increase across Thames Valley of +55%.

- Doorstep crime: Oxfordshire County Council's Trading Standards team recorded a total of 390 doorstep crime incidents in 2015/16, a slight increase (+3%) from the previous year.
- Mental health detentions: In 2016 there were 312 detentions under Section 136 of the Mental Health Act, up from 274 in 2015 (+14%).
- Re-offending: the adult re-offending rate in Oxfordshire in 2014 was 24.6%. This was the same as the national rate and the same as the level in Oxfordshire in 2013. Juvenile re-offending rates fell from 31.2% in 2013 to 29.5% in 2014.
- Road traffic accidents: 361 people were reported to the police as killed and seriously injured on Oxfordshire's roads in 2015. This was a 4% reduction on the number killed or seriously injured in 2014 (378).

Figure 1: Long-term trends in recorded crime in Oxfordshire, broken down by crime category*



Source: ONS Police Recorded Crime Statistics (January 2017 data release); *for a list of crimes included in each category see table 2 in the full SIA.

The full Strategic Intelligence Assessment can be found on Oxfordshire Insight: http://insight.oxfordshire.gov.uk/cms/community-safety-0

Appendix 3 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.

Police and Crime Commissioner Strategic objectives

Strategic Objective 1	Vulnerability: Managing demand on services through working together
Strategic Objective 2	Prevention and Early Intervention: Improving safeguarding in physical and virtual space
Strategic Objective 3	Reducing Re-offending: Targeting and managing harm and risk
Strategic Objective 4	Serious Organised Crime and Terrorism: Improving the local response
Strategic Objective 5	Police Ethics and Reform: Increasing the pace of change

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

Appendix 4 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
South and Vale Community Salety Farthership	www.southoxon.gov.uk
West Oxfordshire Community Safety Partnership	www.westoxon.gov.uk

Appendix 5 Delivering the Priorities 2017/18

The agreed outcomes for each joint priority are set out in the table below. The delivery plan will be updated as part of the 6 monthly reporting process to the PCC.

PCC Strategic Objective	Joint Priority	Lead Agency	Outcome
1. Vulnerability: Managing demand on services through working together	Support a strategic and operational response to exploitation	TVP and Safer Oxfordshire Partnership	Development of an overarching strategy supporting vulnerable groups open to all forms of exploitation (alongside OSCB and OSAB)
2. Prevention and Early Intervention: Improving safeguarding in physical and virtual space	Protect vulnerable people through reducing the risk of abuse and human exploitation	Oxfordshire Domestic Abuse Advisory Group	The following recommendations from the Strategic Review of domestic abuse in Oxfordshire which completed in October 2016 will be implemented throughout 2017-18 using a strong partnership approach and involving victims, their families as well as key agencies. 1. Endorse and implement a pathway of domestic abuse services based on the identified needs set out in the strategic review 2. Implement the proposed new governance structure for domestic abuse 3. Set up task & finish groups to consider (i) how to address "hidden" domestic abuse, (ii) improve prevention work, including work in schools and GP Practices (iii) multi-agency approaches and possible improvements to data capture in relation to domestic abuse including environmental scanning across the Thames Valley, (iv) the viability and effectiveness of a range of perpetrator interventions 4. Adopt a co-commissioning approach that identifies resources, agrees a range of outcomes and measures success and implementation. 5. Service user voice to be included in all service development and commissioning work considering the approaches highlighted in this Review and ensuring user voice reporting to both the domestic abuse operational group and to the domestic abuse strategic group. 6. Strengthen connections both strategically and operationally between domestic abuse and sexual violence delivery. 7. Training strategy for domestic abuse to be developed and co-funded to deliver multi-agency training 8. Recommend that the Safer Oxfordshire Partnership develops a 5-year strategic plan for domestic abuse considering the funding for the sustainability of service provision and the longer term outcomes for victims across Oxfordshire. 9. Develop and implement an information strategy to ensure that appropriate and accessible information is accessible both to those affected and those responsible for responding to domestic abuse

PCC Strategic Objective	Joint Priority	Lead Agency	Outcome
		Oxfordshire Safeguarding Children	Leadership and Governance – escalation of safeguarding issues to the OSCB
		Board – Executive group and CSE Sub group	Risk assessment of capacity issues across children's services in light of budget reductions, increased activity and the potential impact of this on safeguarding children.
			Practice improvement particularly in relation to protecting older children from harm and criminal exploitation, addressing neglect and ensuring the front door to children's services is safe and coordinated well.
		CSPs	Locally determined – see district level CSP plans
		Safer Oxfordshire Partnership	Support the Safeguarding Boards to develop guidance on identifying and responding to modern slavery and exploitation and take action to improve understanding of these issues amongst front-line practitioners.
			Oxfordshire Modern Slavery partnership established
			Framework in place for identifying and tackling instances of modern slavery and exploitation in place and operational
		Safer Oxfordshire Partnership/ CSPs	Support development of a Thames Valley-wide approach to tackling cybercrime
	Reduce violence	Oxfordshire Domestic Abuse Advisory Group	In addition to supporting the strategic lead for domestic abuse in taking forward recommendations from the strategic review of domestic abuse, the Violence Against Women and Girls (VAWG) Co-ordinator will work to further implement the national VAWG strategy across Oxfordshire. This work includes promoting awareness and appropriate responses both from professionals and in the community to a range of violent offences. The areas covered by this work include FGM, forced marriage, Honour based violence, domestic abuse and sexual violence. The VAWG Co-ordinator will deliver a range of training for key professionals as well as engaging with community based groups. A further piece of work is to support the delivery of a Thames Valley Learning Disability and domestic abuse conference due to take place in the autumn of 2017
	Reduce anti- social behaviour	CSPs	Locally determined – see district level CSP plans
3. Reducing Re- offending:	Reduce the harm caused by alcohol and drugs	Public Health	Review progress on implementing action plans for each working group of the Oxfordshire Alcohol and Drugs Partnership and produce an annual report for 2016-17
Targeting and managing	misuse		Set out priority actions for 2017-18 and work with partners on the following topics:
harm and risk			 Alcohol harm reduction – especially developing training to front line staff in a range of settings so they can offer brief advice and referral to people who are drinking at

PCC Strategic Objective	Joint Priority	Lead Agency	Outcome		
			harmful and hazardous levels.		
			 Children and Young People – including establishing clear and effective prevention and early help initiatives within newly designed services for children and families. 		
			People with complex needs (e.g. substance misuse, mental illness, ex-offenders) - including completing the work to ensure good systems for Drugs Rehabilitation Orders and Alcohol Treatment Requirements.		
	Reduce the level of re/offending, especially young people	Youth Justice Service	 Support delivery of Youth Justice Strategy 2017/18 Reduction in number of FTEs entering the YJS Reduce numbers of young people reoffending. Continue low custodial rate Deliver on reducing criminalisation of children in the care system Target Restorative Justice and Risky behaviour work for children on the edge of care and criminality. 		
		National Probation Service (NPS)	Connecting up activity to support victims and offenders across Oxfordshire to reduce reoffending through working in partnership to: • reduce the likelihood of more people becoming a victim of crime • prevent ASB and other behaviours which can lead to offending		
		CSPs	Locally determined – see district level CSP plans		
4. Serious Organised Crime and Terrorism: Improving the local response	Reduce the risk of radicalisation and hate crime	CSPs and Safer Oxfordshire Partnership	Participate in the Home Office Peer Review of Prevent and respond to its recommendations Oversee the delivery of Prevent at the county level, and effectively manage any changes in requirements to the operation of the Channel Panel. Provide support and challenge for the district level Prevent delivery plans, as necessary. Raise awareness of the Thames Valley Hate Crime Service		
	Support a countywide approach to tackling serious and organised crime	Safer Oxfordshire Partnership	See exploitation project under strategic priority 1		
5. Police Ethics and Reform: Increasing the pace of change	Provide support and challenge to the Police and Crime Commission er	Safer Oxfordshire Partnership and CSPs	Representation on Thames Valley Police and Crime Panel		

Note: In addition to the collaborative priorities above, the district CSPs are responsible for delivering local priorities which include theft, burglary, robbery, rural crime (as appropriate), as well as supporting local multi-agency operations to tackle serious organised crime, managing CCTV and other crime prevention measures.

Appendix 6 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 – Reducing the Risk

West Oxfordshire District Council

Safer Oxfordshire Partnership Coordination 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

Thames Valley Police

Voluntary Sector – Safe! and Victim Support

West Oxfordshire District Council

Appendix 7 Resourcing

The Police and Crime Commissioner (PCC) has indicated that his Community Safety Fund for partnerships will be reduced by 10% for 2017-18. This 10% top slicing of grant funding will be used by the PCC to commission Thames Valley-wide activity to deliver against his strategic priorities. This 10% reduction for Oxfordshire means that last year's funding of £778,813 will be reduced to £700,932 and allocated as set out in the table below.

	2014-15	2015-16	2016-17	2017-18
	£	£	£	£
Public Health	181,127*	65,127	57,127	50,656
Youth Offending / Early Intervention Service	257,866	257,866	249,866	226,913
Community Safety Partnerships	350,323	350,323	350,323	319,899
- Cherwell (18.3%) - Oxford (34.6%)	64,180 121,063	64,180 121,063	64,180 121,063	58.542 110,685
- South and Vale (33.4%) - West Oxfordshire (13.7%)	117,111 47,969	117,111 47,969	117,111 47,969	106,846 43,826
Domestic Abuse (DA) and exploitation	n/a	111,000*	119,133*	94,374
Violence Against Women and Girls Coordinator (VAWG) – including, in previous years, DA Coordinator post support for high risk victims of domestic abuse, DA Champions training etc)*				
Strategic Intelligence Assessment (SIA)	n/a	2,364	2,364	2,081
TOTAL	789,316	786,680	778,813	693,923

^{*} Requests for funding for CSE and FGM previously came out of £15k allocated to the domestic abuse funding pot

^{**} Any future requests should be made direct to the district level CSPs through their local bidding processes.

APPENDIX 8 PREVENTING RADICALISATION

Memo of Understanding: Summary

The Safer Oxfordshire Partnership oversees delivery of Prevent at the county level, including managing any changes in requirements to the operation of the Channel Panel. It also provides support and challenge for the district level Prevent delivery plans, as necessary.

PREVENT Memo of Understanding (MoU) sets out an agreement between the Safer Oxfordshire Partnership (SOP), Cherwell Community Safety Partnership (CSP), Oxford City CSP, South Oxfordshire and Vale of White Horse CSP, and West Oxfordshire CSP. It is intended to provide a framework to guide future working practices on PREVENT between these partnerships and to ensure that roles and responsibilities are clearly translated into practical working arrangements. The aim is to promote the establishment of close working relationships and agreed protocols between the partnerships to ensure the effective delivery of the Home Office statutory requirements in relation to the PREVENT duty as part of the Government's Strategy to counter extremism.

The PREVENT MoU sets out how Safer Oxfordshire and the City/ District CSPs will agree to work together in partnership to meet our shared objective of a consistent and co-ordinated approach to the delivery of the PREVENT duty across the county. Central to this approach is the development, implementation and regular review of local PREVENT delivery plans that are owned and managed by the City/ District level CSPs and scrutinised by the Safeguarding Boards. PREVENT is a safeguarding issue and operates in a non-criminal space.

This district-level approach requires the City/ District CSPs to support a consistent approach in the development and delivery of their local PREVENT plans so that there is clarity at the Oxfordshire level. Therefore, CSPs will agree with the Safer Oxfordshire Partnership the areas of activity that will need to be co-ordinated at the county level, including the Channel Panel which is overseen by Oxfordshire County Council.

Specifically, the MoU agreement embodies the following aims:

- To identify the specific roles in relation to the PREVENT duty for Safer Oxfordshire and City/ District CSPs
- To establish clear and effective governance arrangements, especially in relation to the management of risk
- To share relevant information as necessary
- To maintain effective communication between partnerships

The PREVENT MoU can be found on the Safer Oxfordshire Partnership webpage.

Appendix 9 Related Plans

A Thriving Oxfordshire: Oxfordshire County Council Corporate Plan 2016 to 2020

Local Criminal Justice Board, Thames Valley Reducing Reoffending Delivery Plan 2016-17

Oxfordshire Alcohol and Drugs Partnership Strategy 2015-2018

Oxfordshire Children and Young People's Plan 2015-18, Refresh 2017-8

Oxfordshire Strategic Review of Domestic Abuse September 2016

Oxfordshire Fire and Rescue Community Risk Management Plan 2017 - 2022

Oxfordshire Joint Health and Wellbeing Strategy 2015-19

Oxfordshire Local Transport Plan 2011-30

Oxfordshire Safeguarding Children Board - Tackling Child Sexual Exploitation Professionals' Handbook 2016

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 2017-18

Thames Valley Police and Crime Plan 2017 to 2021

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

PERFORMANCE SCRUTINY COMMITTEE, 21 SEPTEMBER 2017

BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 1 2017-18

Introduction

- 1. This paper provides details of Oxfordshire County Council's performance for quarter 1 (1 April 30 June 2017). It also summarises where we are with the improvement of business management arrangements.
- 2. The report shows that at the end of the first quarter we were on course to meet the three strategic priorities set out in the current Corporate Plan. A report on key achievements and issues is attached at Annex 1 (pages 3-7). Performance dashboards are included at Annex 2 (pages 8-14), with the latest financial position (for May 2017, reported to Cabinet in July) at Annex 3 (pages 17-22).
- 3. Of the 23 outcomes being reported on this year, 21 were rated Green or Amber at the end of Quarter 1. The 2 outcomes rated Red are set out on pages 6-7.
- 4. Of the 50 success indicators being reported on, 2 were rated as Red for quarter 1. In both cases these have directly led to the 2 Red-rated outcomes noted above.
- 5. Looking into quarter 2, the 'outlook' column in the dashboards shows that the outlook for 49 of the 50 success indicators was "stable" or "positive/improving".

Business management in 2017-18

- 6. This report represents steps forwards in activity to improve business management in the council, but further work is needed.
- 7. As in previous quarters, this report summarises progress towards the Corporate Plan's three high-level priorities, as indicated by outcomes and measures identified by Directorates. Around half of the outcomes all of those led by Children, Education and Families, Social and Community Services, and Public Health have been updated or introduced for 2017-18. The remainder those in Communities and Community Safety Services have been carried over from 2016-17, the relevant Directors and Strategic Director being content that they still adequately represent current business activity (the wording of Oxfordshire Fire & Rescue Services outcomes has been updated slightly). Ongoing review of business priorities in those teams may lead to revision of outcomes and measures during Quarter 2. Outcomes which have been updated in this report are shown in bold on page 8.
- 8. Resources Directorate is similarly reviewing its business and priorities, and any outcomes and measures resulting from this process would similarly be brought forwards in the Quarter 2 report. For the current report, the sole outcome from 2016-17 belonging to Resources Directorate has been deleted from the dashboards pending the completion of this work (see page 15).

- 9. This report does not yet directly indicate progress towards County Leadership Team's (CLT's) 12 strategic priorities, identified by Strategic Directors on 3 May and published internally as part of the "How the Council is changing" document (see page 16). Mapping directorate outcomes against these priorities will be done during Quarter 2 following completion of the work noted in paragraphs 7 and 8, and will be revisited in Quarter 3 when Cabinet considers the draft Corporate Plan.
- 10. Work to develop the business management dashboard to provide a single view of the council's business management, including data on performance, finance, risk and so on will be taken forwards in parallel. While the final dashboard product is likely to depend on the conclusion of the Business Intelligence work, it will be possible to provide a "proof of concept" dashboard for CLT by the end of Quarter 2, with a fully populated dashboard using near-current data in Quarter 3.
- 11. The timetable for the next few months' work is as follows:
 - i. Directors will complete their work identifying priority outcomes and measures during September.
 - ii. Work to map and align the directorate-level outcomes with CLT's 12 strategic priorities, and with the emerging new Corporate Plan priorities, will be undertaken in September/October.
 - iii. This quarter 1 report will be considered at Cabinet's 17 October meeting.
 - iv. Design of the new business management dashboard will be brought to CLT during October for proof of the concept
 - v. A dashboard populated with Q2 data will be brought to CLT along with the Q2 quarterly report in November to assess its readiness for use
- 12. For clarity, 11(ii) above will lead to two distinct lines of reporting, based on the same data provided routinely by Directorates. The first line of reporting to CLT, Cabinet and the public will show progress towards the outcomes set in the Corporate Plan. The second line of reporting primarily to Strategic Directors and CLT will have a wider business management focus on progress towards CLT's 12 strategic priorities. Effectively the former will report "what" is being achieved, and the latter will report "how". Reporting formats will be considered in September.

RECOMMENDATION

13. The Committee is RECOMMENDED to:

- Note the performance reported, in particular items which members wish to schedule for future scrutiny, and make any comments necessary for escalation to Cabinet before 17 October;
- b) Note the ongoing work to improve business management and performance reporting.

12 September 2017

Report by: Ian Dyson, Assistant Chief Finance Officer (Assurance) **Contact Officer:** Steven Jones, Corporate Performance and Risk Manager

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ANNEX 1 - PERFORMANCE REPORT - QUARTER 1 2017-18

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

A thriving economy

- Public consultation has started on the County Infrastructure Strategy
- 5 new innovation bids were submitted in the last quarter
- All new mineral and waste applications were determined within 13 weeks
- Community Safety Services has seen a steady improvement in this area. We have continued to see an increase in the number of interventions by our Trading Standards Team. Interventions are expected to remain higher than target due to our new partnership with a local business for 'scale verification' work.

Protecting vulnerable people

- We continue to promote healthy lifestyles and all our public health measures are on target - including over 85% of the eligible population being invited for an NHS health check since the County Council took on responsibility for this.
- The level of satisfaction with adult social care services in Oxfordshire is higher than the national average. Care providers are rated by the care quality commission and a greater proportion are rated as good or outstanding than the national average.
- Despite the increases in activity seen in children's social care the timeliness with which we deal with child protection investigations remains above the national average.
- Safety messages via social media platforms continue to rise with the highest number delivered in one quarter: over 270,000 since the start of reporting. The main reason for the continued increase in the reach of our social media is the new 'campaign approach' which was developed over 2016-17 and is now reaping the rewards. These changes have included a change in the style of messages we are posting and increased engagement with social media. There has been significantly greater engagement on a handful of posts, for example one water safety post reached over 50,000 people on Twitter.

Efficient public services

 We are recruiting a group of service users to work with us on a programme of co-produced service changes in adult social care

- We have doubled the number of early help assessments in children's services.
 This not only means that children and families experience the most effective, least intrusive, solutions to the issue they face, but it also reduces the pressure on social care staff and allows them to work more intensively with the cases they hold.
- We remain among the very best authorities in the country at recycling household waste, with over 59% recycled
- We continue to reduce our carbon footprint year on year
- Emergency co-responding incidents continue to be high (particularly in the City Area) with over 350 responses made throughout the County in quarter one.
 The new 'Ambulance Response Programme' may reduce the amount of calls we receive in the future.
- We continued to meet our emergency service response standards in Quarter 1
- Achievements post-Grenfell Tower requires particular attention. During the 1st quarter 1 Oxfordshire Fire & Rescue Services (OFRS) attended residents' meetings for each of our tower blocks, as well as a Parish Council meeting, to provide support to partner organisations, stakeholders and communities. As a result of the ongoing refurbishment program OFRS created an evacuation guide for the residents of each of the tower blocks based upon how the fire alarm works in the different areas of the building, and the actions that the residents should take.
- Over the course of 3 days, operational fire crews from across Oxford City attended all 5 of the Tower Blocks and hand-delivered this guidance to each of the 348 residences. We conducted a "safe and well visit" in 80% of these residencies. Those where we were unable to make contact with the occupier we left safety literature, including a bespoke evacuation guide, and invited the resident to make contact with us to request a "safe and well visit". Each of the tower blocks was also subjected to a full fire safety audit, undertaken by a specialist Fire Safety Inspector from the Fire Protection Team. This demonstrated that the General Fire Precautions within the building, and the actions of the landlord (Oxford City Council) were appropriate.
- OFRS engagement with the residents' committee of Windrush and Evenlode Towers remains in place due to the ongoing complexity surrounding their cladding system.
- OFRS have also been heavily involved with the Oxford University Hospital Trust, that operates the John Radcliffe, Churchill, and Nuffield Orthopaedic Hospitals. 4 buildings have been inspected by specialist Fire Safety Officers. The building of main concern was the Trauma Building on the John Radcliffe site, which has culminated in the Trust taking the decision to move the inpatients from the building to other areas of the Hospital. OFRS operational crews from Oxford City have attended joint training on site with NHS staff to work on contingency measures to ensure that all parties will be able to deal

with effects of a fire should one occur prior to the inpatients wards being emptied.

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

A thriving economy

- Despite a 70% increase in planning applications compared to Quarter 1 last year, we forecast we will hit our target of dealing with 80% of planning applications within the agreed timescales by the end of the year, though performance in Q1 did dip below target.
- The level of reactive demand (e.g. unwanted fire signals, post fire audits and complaints etc.) has meant that our Fire Protection Team are unable to commit resources to the proactive high risk inspection programme

Protecting vulnerable people

- Although satisfaction with services in adult social care remains high, and care
 providers in the county are rated highly by the care quality commission,
 Oxfordshire has a significant workforce issue and faces challenges sourcing
 care. This can lead to people having to wait for care, both in hospitals and their
 own home. Demand for adult social care continues to grow both with the
 changing demographic profile and increased expectations of local authority
 funded care.
- Children's Services has embarked on a major change programme to develop early help services and reduce the demand on social care services. The impact of early help services will take some time to come to full fruition and is dependent on close co-ordinated work from partner agencies. This work is being co-ordinated through the children's trust

Efficient public services

 The workforce, both internal and external, both paid and voluntary remains our key asset in delivering our objectives. The high cost of housing, alternative job opportunities and the pressure of the job present challenges in delivering a sustainable paid and volunteer workforce.

Section C: key performance issues requiring intervention / consideration.

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

1.	Corporate Plan priority	EFFICIENT PUBLIC SERVICES
	Outcome affected	Working with the NHS, private and voluntary sector providers to deliver effective services
	Dashboard details	Success indicator 7

Oxfordshire has had a long term problem with delayed transfers of care. In 2016/17 over 51,000 bed days were lost to delays, which was the 4th highest rate in the country and nearly 3 times the national average.

Prior to October 2016, there were a multitude of services supporting people to leave hospital. This often resulted in people being passed between services. Early in 2016, the Council and local NHS partners agreed a streamlined pathway with a single service supporting discharge. The new service was commissioned and the contract was awarded to Oxford University Hospitals NHS Foundation Trust in a new service called HART. The service is contracted to deliver just under 9000 hours of care per month. However, because of the challenges of recruiting and retaining care workers the service has only delivered 67% of contract levels since October 2016. The Council and provider are working together on an action plan to increase recruitment and improve retention so that the service will be at capacity by the end of September 2017. This has been subject to an external review by the NHS England Quality Assurance Team. They noted:

- A reduction in the waiting list
- More robust screening/triaging of patients accessing the service
- Weekly reprioritising of community patients
- Multi-disciplinary approach to supporting patients in the community with good liaison between the HART team and colleagues in Oxford Health NHS trust
- Daily review of patients waiting discharge from hospital and re-prioritising based on need
- Inclusion of therapy in the skill mix of the HART service
- Commissioning and use of additional respite beds to provide contingency for the service
- Therapy services and social care in-reach into respite beds with good outcomes for patients
- Reducing package sizes, through support from OCC's Reablement Outreach Team
- Improving recruitment and retention and associated recruitment trajectory which although ambitious is felt to be achievable

Recommended action Recommended at this time. Comprehensive action plans are in place. NHS England have reviewed the situation and plans and concluded "(Oxfordshire) evidenced good assurance ... in managing the patient flows as well as risk stratification and oversight of patients waiting "

2.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE				
	Outcome affected	Number of preventative "safe and well" visits carried out by OCC FRS and Community Safety teams in this quarter (target -1,562) to help vulnerable children and adults lead a more independent and secure life.				
	Dashboard details	Success indicator 46				

This quarter the number of Safe and Well visits carried out is currently recorded as significantly lower than last year. This was due to a backlog of processing the paperwork generated from the visits as a result of reduced resources attributable to the establishment of a new administration support team and the development of a new electronic recording process.

This did not present a significant risk, and we expect the rate for quarter 2 to be back on target once the reporting and administration systems are embedded.

Recommended action	No further additional action is recommended at this time.

ANNEX 2 - PERFORMANCE DASHBOARDS

CORPORATE PLAN 2017-18 PRIORITIES AND OUTCOMES, BY DIRECTORATE

	PRIORITY: A STRONG AND THRIVING ECONOMY											
Outcomes	3,332 businesses given advice and support to grow (CSS)	Increase school attendance - leading to improved attainment (CEF)	An Infrastructure Strategy for Oxfordshire is delivered (Communities)	High-quality jobs, and a skilled workforce, are created and sustained (Communities)	Funding for public services is maximised (Communities)	OCC's responsibilities for spatial planning are executed (Communities)	Highways are adequately maintained (Communities)					

PRIORITY: PROTECTING VULNERABLE PEOPLE												
 UChutédMesd	14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives (CSS)	Number of preventative "safe and well" visits carried out by OCC FRS and Community Safety teams (target -1,562 per quarter) to help vulnerable children and adults lead a more independent and secure life. (CSS)	To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms (CSS)	Ensuring all children have a healthy start in life (PH)	Preventing early death and promote healthy lifestyles (PH)	Safely reducing the number of looked after children - providing support to enable families to care (CEF)	To deliver sustained and improved experience for people who access our services (SCS)	To deliver Sustainable, good quality services (SCS)				

	PRIORITY: EFFICIENT PUBLIC SERVICES												
omcotino	alive oui pro	0 more people e as a result of r prevention, otection and emergency onse activities (CSS)	When a fire occurs we aim to send the nearest fire engine in the quickest time possible (CSS)	Helping early – most effective, least intrusive, solutions to problems (CEF)	Improving the confidence and capability of the whole workforce	Working with the NHS, private and voluntary sector providers to deliver effective services	Use the expertise of our customers and other key stakeholders to design, procure and evaluate services	Household waste is disposed of efficiently and effectively (Communities)	Year on year reduction in OCC's carbon equivalent emissions (Communities)				

↑ the outlook is positive/improving

OUTLOOK KEY:

↓ the outlook is negative/deteriorating

 \leftrightarrow the outlook is stable

SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 1 2017-18

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook
PEOPLE	Deliver sustained and improved	1	Maintain the high level of user satisfaction	67%	N	O	\leftrightarrow
VULNERABLE	experience for people who access our services	2	Maintain the high level of people using social care who receive a direct payment	>28%	Z	G	↑
	Deliver sustainable, good quality services	3	The proportion of social care providers rated as 'outstanding' or 'good' by the care quality commission in Oxfordshire remains above the national average	80%	N	G	↑
PROTECTING		4	Increase the number of quality and monitoring checks that have been undertaken in the quarter	159	Y	O	\downarrow
age 1	Work with the NHS, private and voluntary sector providers to deliver effective services	5	Reduce the number of people delayed in hospital awaiting social care from an average of 28 in March 2017 to 14 at the end of March 2018	14	N	A	↑
SERVIÇES,		6	Reduce the delayed transfers of care that are attributable to adult social care from an average of 67 in March 2017 to 66 at the end of March 2018	66	N	G	\leftrightarrow
PUBLIC SE		7	Increase the number of hours from the hospital discharge and reablement service to 8920 hours per month	8920	N	R	↑
EFFICIENT PUB	Use the expertise of our customers and other key stakeholders to design, procure and evaluate services		Involve more people in co-producing service redesign with the council and ensure at least 9 co-production products are delivered in 2017/18	9	Y	G	↑

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

CHILDREN, EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 1 2017-18

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook	
THRIVING	Increase school attendance -	9	Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools	Top quartile	N		\leftrightarrow
THR	leading to improved attainment	10	Permanent exclusions to remain in the top quartile nationally	Top quartile	N		\leftrightarrow
NG EOPLE	Safely reducing the number of looked after children - providing support to enable families to care	11	Reduce the number of looked after children from 667 at March 2017 to the average of our statistical neighbours (582) by March 2019, with an interim target of 629	629	N	A	↑
DE PROTECTING VULNERABLE PEOPLE		12	Reduce the number of children becoming looked after in 2017/18 by 15%. This is a reduction from 371 to new looked after cases to 316. (This is the equivalent of reducing avoidable demand from 36% to 25%)	316	Υ	A	↑
Page		13	Increase the number of children leaving the looked after service in 2017/18 by 36%. This is an increase from 266 children to 362	362	Υ	Α	↑
व्टिका	Helping early – most effective, least intrusive, solutions to problems	14	Increase the number of early help assessments from 458 in 16/17 to 3000 in 18/19, with an interim target of 1750 in 2017/18	1750	Υ	Α	↑
: serviव्ह		15	Reduce the level of enquiries to the MASH from 19,417 in 2016/17 to 9,500 in 2018/19, with an interim target of 12,000 for 2017/18	12,000	Υ	Α	↑
PUBLIC		16	Reduce the level of social care assessments from 6650 in to 3600 in 2018/19, with an interim target of 4,500 in 2017/18	4,500	Υ	Α	↑
EFFICIENT I	Improving the confidence and	17	Reduce caseloads so that by March 2018 over 75% of staff have caseloads at or below the agreed target level	75%	N	G	↑
EFF	capability of the whole workforce	18	Invest in the workforce so that by March 2018 80% of cases are held by permanent staff	80%	N	G	\uparrow

PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 1 2017-18

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook	
			19	Number of mothers who receive a universal face to face contact at 28 weeks or above	70%	N	G	\leftrightarrow
		20	Percentage of births that have received a face to face New Birth Visit	95%	N	G	\leftrightarrow	
	Ensuring all	21	Percentage of children who received a 12 month review	93-95%	N	G	\leftrightarrow	
	children have a healthy start in life	22	Percentage of children who received a 2-2.5 year review	93-95%	N	G	\leftrightarrow	
PEOPLE		23	Babies breastfed at 6-8 weeks of age (County)	60-63%	N	G	\leftrightarrow	
		24	% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	N	G	\leftrightarrow	
LNERAB		25	% of eligible population 40-74 who have been invited for a NHS Health Check since 1/4/2013	84%	Υ	G	\leftrightarrow	
PRSTECTING VOLNERABLE		26	% of eligible population 40-74 who have received a NHS Health Check since 1/4/2013	42%	Y	G	\leftrightarrow	
	Prevent early death	27	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	>2315	N	G	\leftrightarrow	
E	and promote healthy lifestyles	28	Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	>6.8%	N	G	\leftrightarrow	
		29	Number of users on NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>37.3%	N	G	\leftrightarrow	
		30	Number of users on ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>50%	N	G	\leftrightarrow	

COMMUNITIES – PERFORMANCE DASHBOARD – Quarter 1 2017-18

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook
	An Infrastructure Strategy for Oxfordshire is delivered A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced and developed by Sept 2017					A	\leftrightarrow
	High-quality jobs, and a skilled	32	Oxfordshire is chosen for 60 new investors / re-investors, 20 of which are 'high value' (as defined by DIT)	60/20	Y	G	↑
MY	workforce, are created and sustained	33	We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme	15	Υ	O	↑
ECONOMY	Funding for public services is	34	Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process	80%	Y	G	\leftrightarrow
NG EC		35	No more than 20% of s106 monies are held within 2 years of potential payback	<20%	Y	G	\leftrightarrow
e BRaiving i	OCC's responsibilities for 80% of District Council planning applications are responded to within the agreed deadline		80%	Y	G	↑	
	spatial planning are executed	37	50% of Mineral and Waste applications are determined within 13 weeks	50%	Y	G	\uparrow
104	I Calana	38	100% of highway defects posing an immediate risk of injury are repaired within 24 hours	100%	Y	Α	↑
	Highways are adequately maintained	39	90% of highway defects that create a potential risk of injury repaired within 28 calendar days	90%	Y	G	↑
	maimaineu	40	28% of the A and B Classified road network where carriageway maintenance should be considered.	28%	Y	G	↑
3LIC	Household waste is disposed of	41	59% of household waste is reused, recycled or composted	59%	Y	G	\uparrow
T PUE	efficiently and effectively	42	60% of waste from HWRC which is recycled	60%	Y	Α	\uparrow
EFFICIENT PUBLIC SERVICES	Year on year reduction in OCC's carbon equivalent emissions Average 3% year on year reduction in carbon equivalent emissions from OCC estates and activities		3%	Y	G	\uparrow	

COMMUNITY SAFETY SERVICES – PERFORMANCE DASHBOARD – Quarter 1 2017-18

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook
THRIVING	3,332 businesses given advice and support to grow	advice and 44 833 businesses given advice and support, per quarter.				G	↑
EOPLE	14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives	45	3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter	3,542	Y	G	\leftrightarrow
PROTECTING WINERABLE PEOPLE	6,248 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits	46	Number of preventative "safe and well" visits carried out by OCC FRS and Community Safety teams (target -1,562 per quarter) to help vulnerable children and adults lead a more independent and secure life	1,562	Y	R	↑
PROTECT	To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms	47	To deliver 66,666 specific safety messages across all social media platforms, per quarter.	66,666	Y	G	↑

COMMUNITY SAFETY SERVICES - continued

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook
SLIC SEERVICES	1,000 more people alive as a result of our prevention, protection and emergency response activities 250 more people alive as a result of our prevention, protection and emergency response activities per quarter		250	Y	G	\leftrightarrow	
FICIENT PUB	When a fire occurs we aim to send the nearest	49	80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	G	\leftrightarrow
EFFIC	fire engine in the quickest time possible	50	95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	G	\leftrightarrow

EXTRACT FROM 2016-17 PERFORMANCE DASHBOARD – FOR INFORMATION (see page 1, paragraph 8)

The outcome and measure below were reported on in every quarter of 2016-17. The outcome remained assessed as Green throughout the year and was not substantially discussed at any of the meetings it went to. Mid-year, Cllr Lindsay-Gale requested the reference to libraries to be added.

This was the sole outcome in the 2016-17 dashboard owned by Corporate Services directorate. Its continued use in 2017-18 will be determined in the ongoing review of Resources Directorate's priorities and business plan.

	Outcome	Success Indicator		Cumulative Target Y/N	Q1 RAG	Outlook
EFFICIENT PUBLICASERVICES	Communities are encouraged to help themselves with support from the County Council, strengthening the role of individual citizens and communities	OCC effectively uses a variety of mechanisms including active participation in the democratic system, being part of Town and Parish Councils, volunteering in their local community and receiving support from the providers of the Council's Voluntary & Community Sector Infrastructure Contract. Also through direct service delivery under the Oxfordshire Together programme and using communications and services facilitated by OCC libraries	-	Z		

EXTRACT FROM "HOW THE COUNCIL IS CHANGING" (August 2017)

Current areas of focus by the Council Leadership Team [CLT]

As well as supporting staff to do their 'day jobs' delivering excellent services, the issues below have been identified as priorities for focus in the next few months by the Council's Leadership Team. We are keen to hear your views about how you will help us achieve these ambitions and whether you can make the link between your day to day work and these priorities.

- 1. **Supporting councillors** to undertake their community leadership role effectively and offer support to the **new council** as it drives our future direction
- 2. **Transforming the council** in the best interests of our residents, including by seeking local government reorganisation, the Fit for the Future programme, service redesign, encouraging innovation, customer focus
- 3. Supporting a skilled and effective workforce
- Taking a 'Leadership of place' role seeking the best outcomes for Oxfordshire on the regional /national stage; and within local communities ('strategic' and 'local' focus)
- 5. Enabling sustainable economic growth in order to fund our future services
- 6. Seeking to invest in growth and service outcomes through our **investment** strategy
- 7. Working effectively **with the NHS** to improve the **health and wellbeing** of Oxfordshire's residents and achieve health and social care integration
- 8. Embedding approaches to **demand management** as we redesign our services
- 9. Improving the council's **reputation** locally, nationally and internationally by building awareness of what we do and increasing trust and confidence in us

In addition we will continue:

- 10. Delivering **excellent services** for our residents, meeting our statutory duties and working effectively with communities and partners
- 11. **Managing the business** effectively, including through robust governance and decision making processes
- 12. **To be responsive** to the unexpected and actively **horizon scan** to identify and act on opportunities and risks to the council's future direction

FINANCIAL REPORTS – position for May 2017 (as reported to Cabinet on 18 July 2017)

PEOPLE DIRECTORATE – CHILDREN, EDUCATION AND FAMILIES

		Success Indicator	Target	Position at end May 2017	On Target?	Notes
I		Actual expenditure for Education & Learning is in line with the latest agreed budget	< 2.0% of net budget	+£1.0m or +4.5%	No	Home to school transport is forecasting £0.7m overspend. This is after an additional £2.5m was built into 2017/18 budget.
	Financial Pertormance	Actual expenditure for Children's Social Care is in line with the latest agreed budget	<2.0% of net budget	+6.7m or +4.2%	No	The forecast overspend includes £4.4m on placements, £0.7m on asylum seekers, £0.9m corporate parenting and £0.5m children with disabilities. This is after an additional £5.3m was built into 2017/18 budget.
i	FID	School Reserves (as at 31 March 2018)	-	£17.9m		
		Directorate Reserves (as at 31 March 2018)	-	£2.3m		
		Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None		
		Planned savings for 2017/18 assumed in the MTFP have been achieved	100% achieved			* Corporate savings position reported to Cabinet

PEOPLE DIRECTORATE - SOCIAL & COMMUNITY SERVICES

		Success Indicator	Target	Position at end May 2017	On Target?	Notes
		Actual expenditure for Adult Social Care and Joint	< 2.0%	00/ or 00m	Yes	This assumes full use of the
	ce	Commissioning is in line with the latest agreed budget	of net budget	0% or £0m	res	Adult Social Care Precept.
	orman	Actual Pooled Budget Reserves (as at 31 March 2018)	-	£1.1m		May be required to meet in year pressures in the pools.
	і Репо	Other Directorate Reserves (as at 31 March 2018)	-	£0.4m		
•	ciai	Number of 2017/18 budget virements requested requiring	_	None		
Q	rınan	Council approval as they were a change in policy	_	None		
	Ī	Planned savings for 2017/18 assumed in the MTFP have	100%			* Corporate savings position
)		been achieved	achieved			reported to Cabinet

	been achieved	achieved			reported to Cabinet				
PEOPLE DIRECTORATE - PUBLIC HEALTH									
	Success Indicator	Target	Position at end May 2017	On Target?	Notes				
mance	Actual expenditure is in line with the latest agreed budget	< 2.0% of gross budget	-2.6.% or -£0.1m	No	Funded by a ring fenced grant which is £31.3m for 2017/18.				
Perforn	Actual Directorate Reserves (as at 31 March 2018)	-	£0.8m		For unspent ring fenced grant for future public health projects.				
ıncial	Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None						
Finan	Planned savings for 2017/18 assumed in the MTFP have been achieved	100& achieved			* Corporate savings position reported to Cabinet				

COMMUNITIES DIRECTORATE

		Success Indicator	Target	Position at end of May 2017	On Target?	Notes
		Actual expenditure for Infrastructure Planning is in line with the latest agreed budget	< 2.0% of net budget	0% or £0m	Yes	
	ance	Actual expenditure for Commercial Services is in line with the latest agreed budget	<2.0% of net budget	-0.7% or -£0.5m	Yes	The underspend relates to early achievement of Corporate Landlord savings.
	erformance	Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	< 2.0% of net budget	0% or £0m	Yes	
y	₾	Directorate Reserves (as at 31 March 2018)	-	£10.9m		
) 1	Financial	Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None		
		Planned savings for 2017/18 assumed in the MTFP have been achieved	100% achieved			* Corporate savings position reported to Cabinet

RESOURCES DIRECTORATE

Success Indicator			Target	Position at end May 2017	On Target?	Notes
	Performance	Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	+£0.4m or +2.6%	No	Legal services are forecasting an overspend of +£0.4m. This is due to increased Counsel spend as a result of Childcare proceedings.
	erfo	Actual Directorate Reserves (as at 31 March 2018)	-	£1.3m		
	icial P	Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None		
Page	Finar	Planned savings for 2017/18 assumed in the MTFP have been achieved	100% achieved			* Corporate savings position reported to Cabinet

*Phe Financial Monitoring report for May 2017 was presented to Cabinet on 18 July 2017. The report incorporates Business Strategy savings that were agreed by Council in February 2017 and previous years. At this early stage of the year, at least 89% of the planned savings are expected to be delivered. Progress against delivery of savings will be monitored on a regular basis and action taken where savings are not expected to be achieved. A further update will be provided to Cabinet in October.

CORPORATE

Success Indicator	Target	Position at end May 2017	On Target?	Notes
Actual expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+1.8% or +£7.6m	Yes	
Cross Directorate Reserves (as at 31 March 2018)	-	£17.6m		
Corporate Reserves (as at 31 March 2018)	-	£4.6m		£2.5m Efficiency Reserve and £2.1m Transformation Reserve
Capital Reserves (as at 31 March 2018)	-	£34.5m		
Cash Flow Reserves (as at 31 March 2018)	-	£1.2m		Used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
General balances as a proportion of the original gross budget (£797m for 2017/18)	-	£21.2m or 2.6%		
Total reserves as a proportion of the original gross budget (£797m for 2017/18)	-	£100m or 12.5%		
Capital programme use of resources compared to programme agreed in February 2017	90%	100%	Yes	
Capital programme expenditure realisation rate		0%		The actual expenditure isn't yet positive as accruals raised at the end of 2016/17 have been realised in the first quarter of 2017/18.

CORPORATE (continued)

Success Indicator	Target	Position at end May 2017	On Target?	Notes
Year to date debtor invoices – all	48 days	56 days	No	Improved by 6 days since last report (Q3 2016/17)
Percentage of debtor invoices cleared in 90 days - Social Care Clients	94%	90%	No	1% improvement since last report (Q3 2016/17)
D Percentage of debtor invoices cleared in 90 days	97%	98%	Yes	
Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.55%	0.67%	Yes	
Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)	2.84%	4.55%	Yes	

^(*)Composite of 7 Day LIBID, 7 Day LIBID + 50BPS, IPD Other Balanced Property Funds Index, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financials Index (GBP Hedged).