

## **Corporate Plan and Outcomes Framework**

### **Context**

1. An updated Corporate Plan 2020/2024 will be presented to Council for approval in February 2020, alongside the budget and Medium-Term Financial Plan.
2. As in previous years, a cross-party member working group has been established to inform the development of the refreshed plan. This is chaired by Cllr Heathcoat and is being consulted at key points in the development process.

### **Corporate Plan**

1. The Corporate Plan is a key document for the Council, setting out our future strategic direction and how this will be delivered. A draft of this plan is attached as Annex 1 Appendix A.
2. It reflects the Council's vision of Thriving Communities for everyone in Oxfordshire, sets out our key priorities and how these will be achieved over the next four years.
3. The Corporate Plan forms part of a suite of documents that collectively communicate our priorities, how we will measure progress against them, the detailed service-based activities that will help to achieve our priorities, and a summary of progress in the previous year. These include:
  - Corporate Plan
  - Outcomes Framework (basis of monthly Business Management Reporting)
  - Service Delivery Plans
  - Annual Report
  - Council Tax leaflet
4. The attached draft of the Corporate Plan has retained the existing vision and priorities, with a view to a full plan review in the following year.
5. The document is slimmed down significantly to create more focus on our priorities and make it more accessible to residents, staff and other stakeholders. The document presents information in a more visual way, using infographics and specific examples to emphasise key points.
6. The draft also reflects the Council's increasing emphasis in certain areas, such as climate action, healthy place shaping and working in partnership – including with Cherwell District Council.

## **Outcomes Framework**

7. An accompanying 'Outcomes Framework' sets out the way we measure progress towards the ambitions and priorities set out in the Corporate Plan. A draft of this Framework is attached as Annex 1 Appendix B.
8. This draft sets out the outcomes, indicators and measures we propose to use for corporate reporting in 2020-21.
9. This will form the basis of the performance information included within monthly Business Management Reports which Cabinet and the Performance Scrutiny Committee receives throughout the year.
10. The Outcomes Framework is also being reviewed and revised before the start of 2020-21 to ensure that we are able to measure and report on progress against the Council's up-to-date priorities.
11. This refreshed Outcomes Framework has sought to ensure it is more streamlined, with fewer outcomes, indicators and measures but to still be focused on demonstrating progress in achieving the key priorities of the Council.
12. Targets will be added to the draft Outcomes Framework during January and February. In some cases, final targets will be dependent on Q3 or year-end performance outturns before they can be confirmed.

# Thriving communities for everyone in Oxfordshire

Corporate plan 2020-24



**OXFORDSHIRE  
COUNTY COUNCIL**

## About this plan

Our Corporate Plan sets out our vision for thriving communities for everyone in Oxfordshire. It explains the priorities and focus for us to achieve our vision.

We live in a diverse and dynamic county with nearly 700,000 residents. Along with the historic city of Oxford and large town of Banbury, the county has a thriving network of villages and market towns. They are home to around 40% of the population, making Oxfordshire the most rural county in the south-east.

Our population is growing and, overall, we are a healthy and wealthy county. We know there are opportunities to make sure that all residents and communities in Oxfordshire have the same opportunities to thrive.

To achieve our vision, we focus on three 'thriving' themes: people, communities and economy. This Plan explains how we will realise our vision and how we measure progress.







## Leader's foreword

Your county council is shaping Oxfordshire's future – along with our partners such as the NHS, district councils, businesses, universities, voluntary groups and, most importantly, communities themselves.

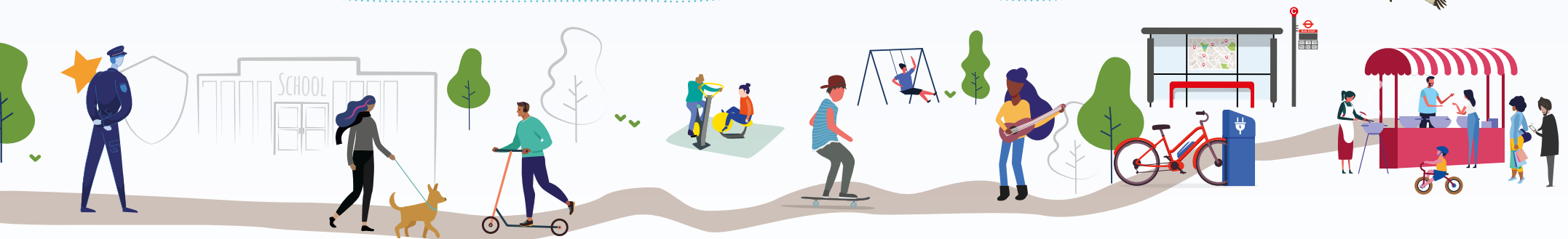
We are investing in a sustainable transport system so our local economy and public services can thrive and thus reduce ill-health, neglect and loneliness. That means helping individual people and creating better places to live for all – healthier places for thriving communities.

It's already happening in Bicester and Barton, and can happen across the county. I want to see 'inclusive growth' so everyone can enjoy the excellent quality of life in Oxfordshire.

Climate change is our other big priority, which influences everything we do. The county council has halved its carbon emissions since 2008; now we must get to zero by 2030. Our ambition is inspired by Oxfordshire's strong environmental credentials, with the best recycling rates in the country.

But these changes will only happen if we work together with communities. Please join us to shape a healthier Oxfordshire for everyone!

Councillor Ian Hudspeth  
Leader of Oxfordshire County Council



# Thriving communities for everyone in Oxfordshire

## Thriving people

We strive to give every child a good start in life, and protect everyone from abuse and neglect.

We enable older and disabled people to live independently. We care for those in greatest need.

- Support families that need extra help to thrive.
- Improve educational attainment, including for children with special needs.
- Join up social care with the NHS to keep people out of hospital.
- Work with the police and others to keep young people safe.

## Thriving communities

We help people live safe, healthy lives and play an active part in their community.

We provide services that enhance the quality of life in our communities, and protect the local environment.

- Design places that encourage healthy and active lives.
- Focus on the health gap between different communities.
- Reduce carbon emissions to tackle climate change and improve air quality.
- Encourage community-run services and self-help initiatives.



## Thriving economy

We support a thriving local economy by improving transport links to create jobs and homes for the future.

- Secure government investment in transport and affordable housing.
- Maintain the county's roads and infrastructure.
- Connect rural homes and businesses to broadband.
- Promote Oxfordshire as a place to invest.

## We listen to residents so we can continuously improve our services and provide value for money

- Improve customer service, particularly online.
- Involve people in designing better services.
- Work closely with our public, private and voluntary sector partners.
- Give communities more say in local services, such as libraries.



Thriving communities

**We help people live safe, healthy lives and play an active part in their community**

## SPOTLIGHT ON...

### Preventing drop-offs near schools to improve air quality

The school run is known to have a major impact on air quality around schools. Now several Oxford schools are working with the county council on a pilot project to restrict traffic outside schools.

The initiative follows a Friends of the Earth event hosted by the county council on Clean Air Day in June 2019, which led to several Oxfordshire schools asking to be part of the pilot. 'School Streets' has already been successfully trialled in other parts of the country.



## Safe, healthy and active lives in Oxfordshire



We have high life expectancy: 81.6 for men and 84.6 for women.



Adults participating in physical exercise in Oxfordshire is higher than regional and national averages.



Smoking rates are down almost 5% to 10.7% of adults since 2013.



## The challenges

- There is a life expectancy gap of 7 years for men and 5 years for women in between the most and least deprived areas.
- Child poverty has increased from 9.8% in 2015 to 10.1% in 2016.
- 56% of people aged 18 or over in Oxfordshire are classed as overweight or obese.

## What we will do

- Focus on reducing the health gap between different communities.
- Encourage community-run services and self-help initiatives, amongst parish councils, town councils voluntary and community groups.
- Encourage people to live healthy lives and provide services which support healthy choices.
- Help people to stay safe and well in their own homes.

## Measuring success

- People are helped to live safe and healthy lives.
- People play an active part in their community.

## CLIMATE CHANGE COMMITMENT

Increased walking and cycling will have a positive impact on climate change.

Supporting active lifestyles is essential to improving residents' health.



Thriving communities

**We provide services that enhance the quality of life and protect the local environment**

## SPOTLIGHT ON...

### Going electric

The drive to reduce carbon emissions stepped up a gear when the Fire and Rescue Service took delivery of a new fleet of electric cars and vans. In the longer term, the fire service expects that technology will enable electric fire engines.

The county council has already taken a strong lead and committed to being carbon neutral by 2030 and is in the process of replacing its general pool cars with rechargeable models, with three already in use.



## Quality of life & environment in Oxfordshire



Communities and volunteers support our 43 libraries.



We are the highest performing local authority area in England for recycling and waste management with more than 57% of our household waste recycled, composted or re-used.



Adults participating in active travel has increased from 40% to 44% since 2015/16.

## What we will do

- Design places that encourage healthy and active lives, including cycling and walking routes.
- Provide library, cultural, museum and music services.
- Reduce carbon emissions from council buildings and activities.
- Respond to emergencies, maintain trading standards and safeguarding our residents.
- Help people stay safe on our roads.
- Protect the local environment.

## The challenges

- We must respond to the climate emergency.
- Pressure on the highway network caused by high use of our 2,578 miles of road.
- We have precious natural resources to protect; such as 25 wildlife reserves, 122 protected species and 26% of land within Area of Outstanding Natural Beauty.
- Air quality is a particular issue in Oxford city.

## Measuring success

- People are helped to live safe and healthy lives.
- Our quality of life in Oxfordshire is enhanced.
- Our local environment is protected and climate change tackled.

Climate action will be prioritised in decision making and we will be carbon neutral by 2030.

## CLIMATE CHANGE COMMITMENT

Addressing air quality and reducing waste will have a positive impact on climate change.



Thriving people

**We strive to give every child a good start in life and protect everyone from neglect**

## Children in Oxfordshire



Between mid-2016 to mid-2017 there were 7,537 births.



Proportion of pupils attaining a “strong” pass in English and Maths is above national averages at 46.6% (national average 43.2%).



Compared with England, Oxfordshire had a higher proportion of people aged 0-4, 15-19 and 20-24 2015/16.

## The challenges

- The need for children’s social care has risen. 80% rise in children in care since 2011.
- Those with Special Educational Needs and Disability support increased by 9% between 2017 and 2018.
- Census data suggests around 1,300 young people aged under 16 provide unpaid care in Oxfordshire.

## What we will do

- Support families that need extra help to thrive.
- Improve educational attainment, including for children with special needs.
- Work with the police, schools and others to keep young people safe in their families and communities.
- Provide Children’s Social Care, including child protection, looked after children, adoption and fostering.

## Measuring success

- Children are given a good start in life.
- Children are able to reach their potential.

## SPOTLIGHT ON...

### Helping families keep children safer

Children’s services is adopting a pioneering approach that will radically change the way children’s social care operates and start to reduce the growing number of children in care.

The new family safeguarding model involves children’s social workers working in small integrated teams. Centred around individual families in need, alongside experts providing specialist mental health, drugs and alcohol and domestic abuse services.



## CLIMATE CHANGE COMMITMENT

Enabling schools to reduce their carbon emissions will have positive impact on climate change.



Providing early help is essential for families to thrive.

Our Children’s Services are rated ‘Good’ by Ofsted.



Thriving people

**We enable older and disabled people to live independently and care for those in greatest need**

## Adults in Oxfordshire



Rural districts have a much higher proportion of older people compared to the city, 20% compared to 12%.



People live longer lives in good health than elsewhere in the country.



63,300 (15%) of people aged 16-64 have a disability that limits their ability to work.

## What we will do

- Join up social care and the NHS through an 'Integrated Care System' to reduce the need for people to go to hospital and improve their healthcare experience.
- Provide support and care services for our residents as they live independently.
- Promote healthy lives for older people and support them to stay healthy, active and well.
- Ensure care services are good quality and reliable for the future.
- Support people to access travel and transport to enable them to live independently.

## CLIMATE CHANGE COMMITMENT

Investing in community energy will have positive impact on climate change.

## Measuring success

- Care services support independent living.

## The challenges

- Population of over 85s is expected to increase by 34% by 2027.
- 18,071 carers reported by 66 (out of 70) GP practices in Oxfordshire in September 2019.
- Over 5,500 adults with learning difficulties and people aged 65+ supported by Adult Social Care.
- We have challenges with recruiting and retaining staff because of the relatively high cost of living in Oxfordshire.

## SPOTLIGHT ON...

### Focusing on independent living

Adult social workers are taking a new 'strengths-based' approach to helping older and disabled people live as independent lives. They are focusing on a person's strengths rather than starting with 'needs', while making sure not to ignore the real challenges some people face.

The approach tries to draw out the persons own strengths and capabilities, and work with them to explore how their family, social network and available community resources can support and promote their well-being.



Tackling our workforce challenge will help us support an increasingly older population.

## Thriving economy

**We support a thriving local economy by improving transport links to create jobs and homes for the future**



## SPOTLIGHT ON...

### Improved bus and cycle routes on the A40

Bus users will benefit from a major scheme to address congestion on the A40 after the government confirmed a £102 million bid by the county council. The grant from the housing infrastructure fund (HIF) will be used to extend the A40 dual carriageway from Witney to the proposed Eynsham park and ride, including upgraded cycling facilities. There will also be access at Duke's Cut canal and railway bridges, extending the eastbound and westbound bus priority lane.



## Oxfordshire's economy



Our economy generates £21.9bn of output per year from 400,000 jobs and more than 30,000 businesses.



6,830 apprenticeships started in Oxfordshire and 4,640 apprenticeships were completed in 2017-18.



Average earnings increased from £33,000 to £34,000 in 2018.

## What we will do

- Secure government investment in transport and affordable housing.
- Connect rural homes and businesses to broadband.
- Promote Oxfordshire as a place to invest.
- Work with others to support skills development, business growth and employment.
  - Delivery of key infrastructure for Oxfordshire including highways and housing.

## Measuring success

- Everyone has access to good homes and jobs.
- Businesses are able to grow and develop.
- People and communities have excellent transport and broadband connections.

## The challenges

- Average house prices in Oxfordshire increased, making Oxford the least affordable city for housing.
- Rents are high and there is a demand for affordable housing.
- Our road network is under pressure with population growth.
- The rural nature of Oxfordshire, combined with 82% of residents working within the county, means roads are still essential for people to access work, school and other services.

## CLIMATE CHANGE COMMITMENT

Reprioritising road space for low carbon travel will have positive impact on climate change.

A connected Oxfordshire supports sustainable growth.





# Climate Action

for a Thriving Oxfordshire

## We will take climate action:

### In our Organisation

- Make Climate Action a top priority in all decision making
- Make our corporate estate carbon neutral by 2030
- Maximise solar generation on our buildings and land
- Buy local green power for our estate
- Electrify our vehicles
- Support our staff to use zero carbon travel options
- Challenge our suppliers to match our ambition.

### In Oxfordshire

- Manage land to capture carbon
- Enable schools to reduce their carbon
- Reduce carbon from your streetlighting
- Provide charging points for your electric car
- Invest in cycle paths and safe walking routes
- Reprioritise road space for low carbon travel
- Invest in community energy
- Support our communities to take Climate Action
- Team up with innovators to test new solutions
- Work with our partners so we all achieve more
- Keep you informed on our Climate Action plans and progress.

## So together we can:

- Be part of a zero carbon future
- Have cleaner air
- Be more active
- Save money
- Collaborate and share
- Have more time
- Connect with each other
- Have comfortable buildings
- Be more resilient
- Have a stronger community and economy
- Be proud.



# Healthy place-shaping or inequalities/inclusion

- What it means and what we are doing, covering inequalities, air quality, active lifestyles

Text, infographic and key points on inequalities to be added from the Director of Public Health Annual Report

DRAFT



# Listening to residents and continuous improvement

## SPOTLIGHT ON...

### Councillor Priority Fund

Residents can influence local spending through their councillor. The Councillor Priority Fund enables councillors the opportunity to fund projects that matter most to their local community. The fund has successfully supported hundreds of local community projects over the last two years and is highly valued by our residents. Therefore, we have committed to continuing the fund for another year.

During 2018/19, there were over 170 different community and charity groups that received funding involving over 60 different towns and parish organisations.



### What we will do

- Improve customer services, particularly online.
- Give communities more say in local services, such as libraries.
- Involve people in designing better services.
- Work closely with our public, private and voluntary sector partners.

### Measuring success

- Our services improve.



### We would like to hear from you:

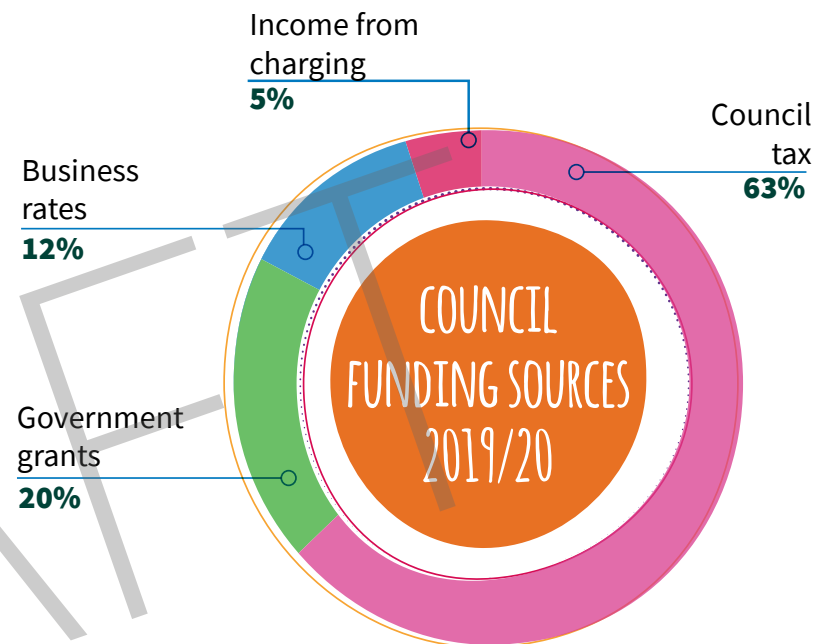
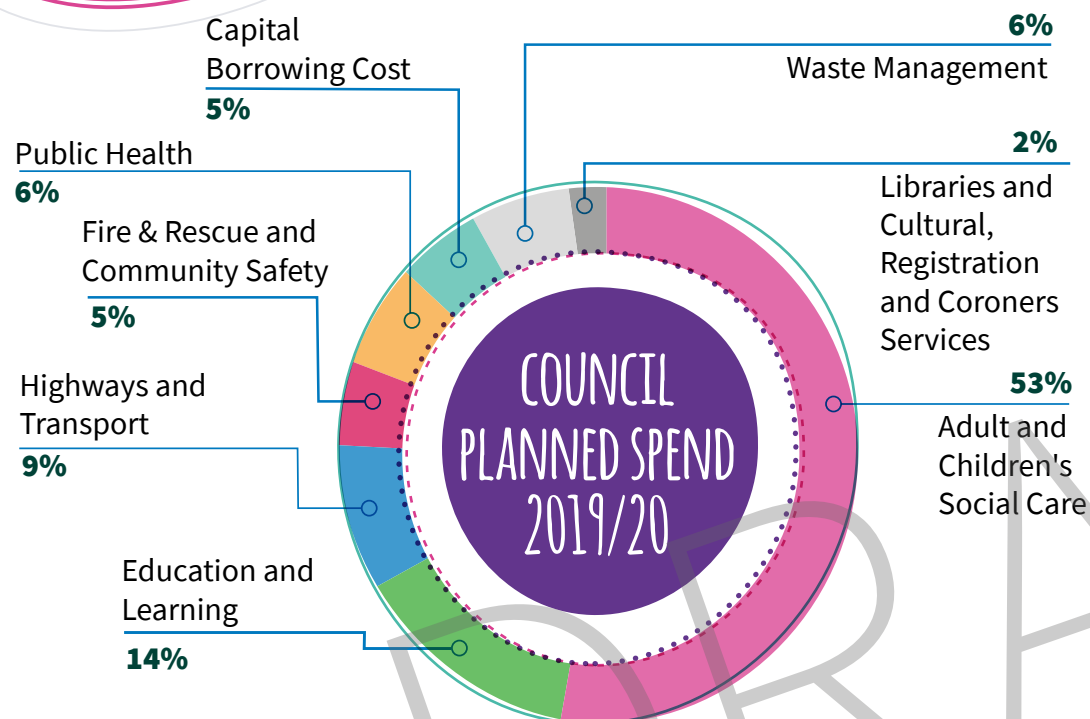
We have opportunities for you to feed in your views through our Facebook and Twitter pages, through your local Councillor, in public meetings and through our consultation. Find out more by going to: **[Link -TBC]**

### Want to get more involved?

We have opportunities for volunteering and having a say in the services you receive. Contact **[Link -TBC]** for more information.



# Providing the best value for public money



## Why we are changing

The council must be ready to meet future challenges, such as long-term financial pressures and growing demand for services. That means investing in prevention; redesigning services, and improving the way the organisation runs.

## Measuring success

- We deliver value for money.
- We make the savings agreed in the Medium Term Financial Plan.



## SPOTLIGHT ON...

### Bringing customer service to communities

Oxfordshire's libraries do a lot more than simply offer books for loan. Our teams are now trained to help members of the public to access public services online, apply for a disabled parking permit and so much more. At our libraries, residents can enjoy a range of activities and events in a safe, community space. By broadening the library offer, Oxfordshire County Council can continue to operate a network of 44 libraries across the county, despite the pressure on local government finances.



### Actions list

#### We will work with partners to

- ☐ Engage with local people and organisations to understand what they need and how best to support them to meet these needs.
- ☐ Work through our councillors to understand local issues and priorities.
- ☐ Develop a new approach to working in different localities across Oxfordshire that improves people's lives and addresses inequalities.

## WORKING WITH PARTNERS ACROSS OXFORDSHIRE

- We work collectively with parents to achieve the best possible outcomes, including the NHS to improve health and social care; the police and probation service to keep people safe; business innovators to improve travel in the county, and the voluntary and community sector to understand and meet local needs.
- We also work with other councils across Oxfordshire, and beyond, including our unique partnership with Cherwell District Council. Staff across both councils are constantly finding new ways to improve services and reduce costs.
- We are addressing long-term challenges, from childhood obesity to supporting an ageing population. Services serving the same customers, such as leisure and libraries, and trading standards and environmental health, work more closely together than ever before.
- Savings of nearly £1m have already been made or are in the pipeline as a result of joint management arrangements.
- We want to improve partnership working with the other Oxfordshire districts to improve outcomes and customer experience.

### Investing in the digital future

We are investing in digital technology to reduce costs and improve services to our residents. Our new ICT strategy focuses on improving online services. Not everyone can access our services online, but those who expect to be able to do so will start to see big improvements.

**A new online Blue Badge application process with credit card payments launched earlier this year. Since then, nearly 70% of applications are made online - previously it was 40%.**



### Stay in touch:

🐦 @oxfordshirecc

📘 oxfordshirecountycouncil

📷 @oxfordshirecc

📺 @oxfordshirecc

### Contact us

01865 792 422

Oxfordshire County Council,  
County Hall, New Road,  
Oxford, OX1 1ND

To find out more about how you can take part in local democracy by asking questions or making statements at council meetings, visit:

**[www.oxfordshire.gov.uk/council](http://www.oxfordshire.gov.uk/council)**

Have your say in consultations about changes to council services or policies at:

**[www.consultations.oxfordshire.gov.uk](http://www.consultations.oxfordshire.gov.uk)**

You can apply, book, find, report and pay for a range of services on the County Council website:

**[www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)**



**OXFORDSHIRE  
COUNTY COUNCIL**

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY			
OUTCOME	INDICATOR	MEASURE	
Our services improve	Improvement following audit or inspection	Proportion of actions dealt with on time after external inspection or audit	
		The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19)	
	Listening to residents	% of Residents' Survey respondents who: a) say local people can influence us b) are satisfied with the way we run things c) say we act on their concerns	
		Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	
		A new approach to localities working improves engagement with local communities and responds to local needs	
		Digital transformation – increase the number of services that can be accessed / paid for online	
		Customer experience – routine satisfaction measures and publication of our improvement actions	
We deliver value for money	The Council is financially resilient	Financial indicators contained in the Financial Strategy are on track	
		General balances remain at or above the risk assessed level	
	Effective financial management and governance	Directorates deliver services and achieve planned performance within agreed budget	
		Capital projects are delivered on time and within budget	
		Systems and processes operate effectively and are well controlled to reduce and detect error and fraud.	
	Using our assets effectively to deliver services to our residents	Review the operational estate with services and realign portfolios and assets with the requirements defined by the service, ensuring assets are appropriate and adequate for purpose	
		Work positively with partners to facilitate greater integration for space sharing and reducing overall costs to the public sector	
		Ensure the estate contributes to the Council's income through ensuring its investment portfolio and surplus estate perform to agreed criteria	



WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY			
OUTCOME	INDICATOR	MEASURE	
People are helped to live safe and healthy lives	Numbers of people helped to live safe and healthy lives	Number of safe and well visits that help vulnerable children and adults to live more secure and independent lives	
		Number of children better educated to live safer and healthier lives	
		% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	
		% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	
		Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the Government's Active Lives Survey	
		Delivery of supported housing pathway	
	Timeliness of emergency response	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	
		% of emergency call attendances made within 11 minutes	
		% of emergency call attendances made within 14 minutes	
	Numbers of people receiving support to stop smoking or for drug and alcohol dependency	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	
		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.	
		Number of users of 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.	
		Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	



WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT			
OUTCOME	INDICATOR	MEASURE	
Our quality of life in Oxfordshire is enhanced	Condition of highways	Defects posing immediate risk of injury are repaired within 24 hours	
		Defects creating potential risk of injury repaired within 28 calendar days	
		The delivery of XX km of road re-surfacing across the county / broken down by district	
	Participation in cultural services	Increase in the number of community and cultural programmes/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)	
		Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues, physical visits	
		Number of volunteer hours per month contributed to a) the History Service and b) the Museum Service	
		Number of volunteer hours contributed to libraries to support delivery of specific programmes	
Our local environment is protected and climate change is tackled	Oxfordshire's land is protected	50% of Mineral and Waste applications are determined within 13 weeks	
		% of highway maintenance construction, demolition and excavation waste diverted from landfill	
	Reduction in carbon equivalent emissions from Council estates & activities	Yearly reduction in carbon equivalent emissions from Council estates & activities (Carbon Neutral by 2030)	
		Percentage of our energy generated from renewables on our buildings and land	
		Schools supported to reduce their carbon impact by [xx %] OR (dependent upon resource) Number of schools receiving support from OCC to reduce emissions	
	Reduced carbon impact of our transport network	Increase % of streetlights fitted with LED lanterns by March 2021	
		Progress with reduction of traffic congestion	
		Numbers of OR proximity to electric vehicle charging points	
		Numbers of staff who have accessed the Cycle to Work scheme	
	Air quality	District councils' air quality monitoring [quarterly]	
		Decrease in the carbon impact of Council's fleet OR Increase % of electric vehicles within OCC Fleet OR Decrease the carbon impact of staff business mileage	
		% of household waste a) recycled, b) composted and c) re-used (and total %)	

	Household waste re-used, recycled or composted	% of household waste sent to landfill. Reported performance is the forecasted end of year position.	
		% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT			
OUTCOME	INDICATOR	MEASURE	
<b>Children are given a good start in life</b>	Prevalence of healthy children	Number of expectant mothers who receive a universal face to face contact at 28 weeks	
		Percentage of births that have received a face to face New Birth Visit	
		Percentage of children who received a 12-month review	
		Percentage of children who received a 2-2½ year review	
		Babies breastfed at 6-8 weeks of age	
		% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	
	Number of looked after children	Safely reduce the number of looked after children by [target tbc] to bring it nearer to the average of our statistical neighbours during 2020-21	
	Number of children's social care assessments	Increase the number of early help assessments to [target tbc] during 2020-21	
		Not to exceed the level of social care assessments in 2019-20	
	Number of child protection plans	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21	
<b>Children are able to reach their potential</b>	Ofsted rating of schools	% of primary schools rated good/outstanding by Ofsted	
		% of secondary schools rated good/outstanding by Ofsted	
	Children missing education	Persistent absence rates in primary schools (%)	
		Persistent absence rates in secondary schools (%)	
	Timeliness of completing Education, Health and Care Plans	Increase the proportion of Education, Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021	
		Increase the number of completed Education, Health and Care Plans (EHCPs) as a proportion of the total number of children in Oxfordshire with Special Educational Needs and Disability	

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED			
OUTCOME	INDICATOR	MEASURE	
Care services support independent living	People needing short-term support can access an effective service	Maintain the number of hours of reablement delivered to 5,750 per month	
		Number of people receiving reablement	
		% of people who need no ongoing care after the end of reablement	
	Number of people with control over their care	% of people with safeguarding concerns who define the outcomes they want	
		Number of people with personal budgets remains above the national average	
		% of people aged over 65 using social care services who receive a direct payment remains above the national average	
		% of people aged under 65 using social care services who receive a direct payment remains above the national average	
	Number of people delayed leaving hospital	Reduce the TOTAL number of people delayed in hospital	
		Reduce the number of people delayed in hospital awaiting HEALTH CARE	
		Reduce the number of people delayed in hospital awaiting SOCIAL CARE	
		Reduce the number of people delayed in hospital awaiting BOTH HEALTH AND SOCIAL CARE	
	People needing social care are supported to stay in their own home	Maintain the number of home care hours purchased per week	
		Reduce by x% the number of people aged 18-65 entering permanent residential care (vs. OCC rates of previous 3 years)	
		Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	
		Increase from 57% the percentage of older people in long term care who are supported to live in their own home	
		The number of older people with care needs moving in to affordable rented Extra Care Housing units in that month.	

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE			
OUTCOME	INDICATOR	MEASURE	
<b>Everyone has access to good homes and jobs</b>	Infrastructure delivery supports growth	Funding secured as % of yearly investment required to bring the condition of all highway assets into good condition (identified in the Highway Investment Business Case)	
	Number of new homes	We support the delivery of [target tbc] new affordable housing starts by March 2021	
<b>Businesses are able to grow and develop</b>	Support for a strong local economy	Number of businesses given support by Trading Standards interventions or fire risk inspections	
		We participate in 20 innovation funding bids to support the Smart Oxford programme	
<b>People and communities have excellent transport and broadband connections</b>	Levels of disruption to journeys	Failed utility inspections to be no higher than 15%	
		Reduction in number of days of works on highway	
	Level of public transport satisfaction and use	Increase use of public transport in Oxfordshire <u>over baseline</u> as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"><li>• Bus journeys</li><li>• Bus use per head</li></ul> Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"><li>• Satisfaction with overall journey</li></ul> Rail: Dec 2018 Oxfordshire Station use, per Office of Rail & Road statistics	
	Enhanced digital connectivity for residents and businesses	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	
		The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	
		The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"><li>• At least Basic Broadband (at least 2Mb/s)</li><li>• OFCOM 'acceptable' broadband (10Mb/s)</li></ul>	