

# CABINET– 19 April 2016

## BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 3 2015-2016

### Report by Corporate Services

#### Introduction

1. This paper provides details of performance for quarter three (October-December 2015) for Cabinet to consider. Performance dashboards are included at Annex 1 for information and discussion.
2. The format and reporting of business management information, including performance dashboards is currently being reviewed. The aim of the review is to improve the quality and timeliness of the reporting to the key stakeholders, and where appropriate cut out the duplication of reporting that currently exists. The views of Cabinet would be welcomed to inform the review; in particular consideration of whether Cabinet wishes to continue receiving a quarterly report as a matter of process.
3. The **key achievements against our Corporate Priorities** this quarter are:

#### **A Thriving Economy**

- Didcot Girls' School is now an outstanding school.
- The gap in attainment between disadvantaged pupils and other pupils at key stage 4 has narrowed from 34% points in 2014 to 30.3% points in 2015. Although this gap remains wider than that nationally, Oxfordshire now has the narrowest disadvantaged gap within our statistical neighbour group.
- The percentage of major district council applications responded to within the agreed deadline and the percentage of minerals & waste application determined within 13 weeks are both well above target at 92% and 90% respectively.
- We continue to repair 100% of highways defects posing an immediate risk of injury within 24 hours.

#### **Thriving People and Communities**

- The number of children classified as obese in reception has dropped below target level and is 0.7% lower than last year.
- The number of people who have received a health check that were identified as high cardiovascular risk has already reached its end of year target.
- The number of people supported by the Community Information Network has increased dramatically and is already very close to its end of year target

### **A Safety Net**

- Timely decision making on accepting adult safeguarding referrals.
- High levels of adult social care direct payment recipients maintained.
- The number of carers known is above target level.
- High number of people receiving information and advice as part of community information networks.
- The proportion of children who become subject to a second or subsequent plan within 18 months of the end of a previous plan remains better than target.
- Despite an increase of 92 looked after children in the year, the number placed out of county and not in neighbouring authorities has only increased by 4.

4. Cabinet is asked to take particular note of these **key issues that are impacting on our ability to deliver against our key priorities**, and consider what action is required:

### **A Thriving Economy**

- Only 48% of expected capital receipts from property disposal have been delivered.

### **Thriving People and Communities**

- Fire station availability has decreased again this quarter.
- The amount of money saved for consumers through Trading Standards interventions is well behind target.

### **A Safety Net**

- The number of child protection plan cases without an allocated social worker is at 11. This presents a safeguarding concern.
- The number of schools in Oxfordshire currently judged inadequate by Ofsted is currently at 5.
- Performance remains a concern across reablement, delayed transfers of care and home care.

## **Key Performance Issues**

5. This section discusses the key performance issues that arise from the performance dashboards. The dashboards can be found in Annex 1. These are all presented by directorate.

### **Adult Social Care**

6. The percentage of safeguarding referrals that have an outcome in 20 working days (indicator 3) has dropped to 71% against a target of 75%. This is largely because of the high increase in referrals this quarter, which has gone up from 2122 in quarter 2 to 3558 in quarter 3.
7. In the first 9 months of the financial year 454 people have been placed in care homes (indicator 4) or 12 people per week. The rate is above target but the same

level (461) as the same period last year when Oxfordshire's performance was in the top quartile nationally. The reason admissions have not reduced more is in part due to capacity issues within the market for home care provision, as care homes are used as an alternative to home care.

8. The number of service users receiving a review (indicator 7) is below target (see Q2). The change to the new IT system means additional historical data needs to be recorded to provide an exact figure for Q3 and teams continue to work on this. Team performance is reviewed monthly in a performance board chaired by the Deputy Director Adult Social Care and these sessions are used to re-focus teams on emerging priorities and realign resources. There remain significant levels of change in the department requiring input from operational staff. Vacancy levels in some teams, particularly learning disability teams, are impacting performance.
9. The number of people accessing reablement (indicator 9) has dropped by 15% from 7.5 per day last year to 6.4 per day in the last 9 months. This is because of a number of reasons, including:
  - a lack of referrals (90% of recorded referrals translate to service starts)
  - service capacity
  - delays of people in the reablement service waiting for long term on-going home care
  - a focus on ensuring that people are discharged from hospital in a timely manner, which means there is limited focus on encouraging community-based referrals
10. Cabinet has agreed a proposal to revise the strategic care pathway for non-bed based short-term care services. The new pathway will consist of two services: an Urgent Response and Telecare Service; and a Hospital Discharge and Reablement Service. These services will replace all existing short-term community services. The Hospital Discharge and Reablement Service will be run by an alliance of Oxford Health and Oxford University Hospital Trusts. This will provide continuity and deliver savings on the current budget, with an improvement trajectory agreed within the contract, such that if the provider failed to deliver, the contract could be put to the market.
11. The high number of delayed transfers of care (indicators 10-12) remains a problem, and is higher than the same time last year. However, social care delays reduced slightly in the last quarter. At the start of December 2015, the local health and social care system implemented a plan to place all the people currently delayed into an intermediate care bed. Additional resources were provided for these people including:
  - social work time to complete assessments and support long term placements
  - therapy to ensure people continue to get better and do not become institutionalised whilst in the intermediate care bed
  - home care to ensure they can leave the care home for home

12. With capacity issues in long-term care, the reablement service have been asked to provide additional resource to continue to support people who will need long-term home care until June 2016, with long-term providers being asked to take 6 of these cases (alongside other new cases) each month. National figures for performance on delayed transfers of care in quarter 3 will not be available till the middle of February, but local figures indicate that in December the number of delays fell by 30%.
13. The decision to purchase the intermediate care beds has had a potential knock on effect to the care home market. There are normally around 200 vacant beds in Oxfordshire at any moment. The purchase of over half of these has anecdotally increased the price and made it harder to place people. The number of placements, costs and number of people waiting are being routinely monitored.
14. So far this year only 23% of home care cases started within 3 days of the request to the care agency (indicator 13). The major issue here is the lack of capacity and capability in the social care workforce. We continue to develop short-term recruitment campaigns and developing a long term strategy with the local Care Association to deliver a long-term workforce strategy. Interim block contracts were set up to guarantee care hours to providers and thus provide them with more confidence in recruitment. New block contracts have been set up with eight strategic partners, providing coverage across the county, and will be implemented from 1 April 2016. In Oxfordshire there are over 70 registered home care providers; developing a strategic relationship with a small number (8 providers) will provide more resilience for the providers and a more responsive service.

### ***Children Education and Families***

15. The main issue in children's social care continues to be the increase in case numbers, particularly the numbers of children subject to a child protection plan and those looked after. At the end of December 2015 there were 589 children on a child protection plan and 606 children looked after. This reflects a 13% increase in child protection numbers and a 19% rise in looked after numbers compared to December 2014.
16. Given the increased demand and the need for further savings, the directorate has asked the Local Government Association (LGA) to review how we compare to other authorities and scope for any additional savings. This review is due to begin in March. The Oxfordshire Safeguarding Children's Board has asked all agencies to complete 6-monthly assessments on the impact of this continued activity. The analysis of the first assessments will be presented to the Children's Trust at the end of March 2016.
17. The increase in cases has meant that at the end of December 2015, eleven children who were the subject of a child protection plan were without an allocated social worker (indicator 4). All of these cases are held by team managers who monitor the risk until the cases can be allocated. Whilst this manages the risk, it is clearly not ideal. However, all looked after children currently have an allocated social worker, despite an increase of 92 in this financial year.

18. Current caseload pressures also mean that child protection reviews and visits to children on child protection plans are not always being completed on time (indicators 6 and 7). This may partly be a recording issue, as social workers prioritise face-to-face contact above recording. Although the current recorded figure for child protection visits being completed on time is 70%, a manual audit exercise undertaken across all areas indicates that our true visiting frequency is close to the target of 85%. Managers are working with individual workers to identify time to catch up on recording of visits as part of the actions from this audit exercise. At a meeting with all team managers on 28 January 2016, issues in relation to the limited administrative resources and increased caseloads were cited as ongoing concerns in relation to improving the recording. Visits to looked after children are currently being completed and recorded on time within the target of 85%.
19. The number of children placed out of county and not in a neighbouring authority (indicator 12) has reduced in the quarter, but is not yet at target level. This needs to be seen in the context of the growing numbers of looked after children. Despite an increase of 92 looked after children in the financial year, the number placed out of county and not in neighbouring authorities has only increased by 4 since the end of 2014/15. Part of the placement strategy agreed in June 2013 was to increase the use of local authority foster placements and placements with family and friends; during this time these placements have increased by 37%.
20. Less than 50% of manager decisions in the MASH are being taken on time (indicator 1) but the overall timeliness has improved this quarter. A Lean Review of the MASH is currently underway and due to report at the end of February. The review is focusing on streamlining systems, processes and working practices that will improve the timeliness of all elements of the MASH process. Performance is markedly better on processes carried out within the MASH involving red (most urgent) enquiries. The proportion of enquiries where information was shared with partners has increased, as has the proportion of enquiries directed to the Early Intervention Service.
21. Academic indicators and targets have been amended in line with the start of the academic year. Termly data in this report relates to the end of term 2 (end of December).
22. Few Ofsted inspections have been carried out (indicators 13-15) in Oxfordshire since the introduction of the new Ofsted inspection framework in September 2015. Of the six reports that have been published, four schools are judged at least as good, with Didcot Girls' School now an outstanding school. Rose Hill Primary School and Chipping Norton Secondary School have been judged as inadequate. There are further schools where the inspection results are of a concern but the report is not yet published. For local authority-maintained schools a task group has been established as a way of securing and monitoring improvement. For schools that are academies, the responsibility for securing improvement rests with the Regional Schools Commissioner. We meet with the Regional Commissioner on a regular basis in order to highlight concerns.

23. The definition of persistent absence (indicators 16a, 16b, 20a and 20b) has changed from the start of the 15/16 academic year. A child is now defined as persistently absent from school when they miss at least 10% of available sessions (a decrease from the previous 15% threshold). The decrease in thresholds means that the number of children classified as persistently absent has increased - this means that figures for indicators these indicators are not directly comparable to previous years.
24. The number of permanent exclusions continues to be a concern (indicator 17) with 28 children permanently excluded by the end of December 2015. This is placing additional pressure on the In Year Fair Access Panels and Inclusion colleagues. After a first exclusion a pupil is referred to the area In Year Fair Access Panels where the best placement for the pupil is agreed. This could be a new school or alternative provision. After a second permanent exclusion there is no longer a requirement to place them in a mainstream school and an alternative provision is sought.
25. The proportion of children not in education, employment or training (NEET) whose status is 'not known' (indicator 18b) rises to a peak around September/October of each academic year following young people moving into new education and employment opportunities. This figure rapidly decreases as information from schools, colleges and young people is received by the local authority who also make considerable efforts to contact young people for information. This figure has decreased from 53% in September to 16% in December and further to 6.8% at the end of January. This is in line with the figure for the same period last year and hence is on track to meet the target.
26. Validated educational attainment results have now been published including those for the majority of vulnerable groups.
  - The disadvantaged gap at key stage 4 has narrowed from 34% points in 2014 to 30.3% points in 2015. Although this gap remains wider than that nationally, Oxfordshire now has the narrowest disadvantaged gap within our statistical neighbour group.
  - Pupils at school support (those with special educational needs but without a statement or and Education/Health Care Plan) in Oxfordshire also perform relatively poorly compared to elsewhere in the country. At Key Stage 4 only 15.3% of young people with school support achieved 5+ GCSEs at A\*-C including in English and maths, in the lowest 10% of local authorities nationally.
  - Final comparative results for Looked After Children will be published in March.

### ***Environment & Economy***

27. The amount of household waste being reused, recycled or composted (indicator 9) remains just below the target of 60%. The main reason why our performance has dropped since last year is because we can now only recycle 55% of the wood delivered to the HWRCs for recycling. Previously 100% could be claimed as recycling, but changes to recycling processes mean this is no longer

achievable. We are currently investigating whether efficiencies can be delivered by changing our current wood processing contractor.

28. The total capital receipts delivered from property disposal (indicator 11) is currently half way to the 100% target. As a result of a number of changes, the total estimated capital receipts has reduced by £0.131 million. In addition there is a further £0.4m at risk of slipping to 2016/17. It may be possible to replace these receipts by £0.48m being brought forward, but there is limited time to achieve this.

### ***Public Health***

29. The number of children classified as obese is just above target for primary school children in Year 6 (indicator 1) and just below for primary school children in Reception (indicator 2). Both of these figures are a slight decrease from last year. Obesity levels in Oxfordshire remain amongst the lowest nationally.
30. Q3 data is not yet available for indicators 6-7 (expected March 2016).
31. Early indications show that a decline in the number of people accessing smoking cessation services (indicator 5) is also happening nationally as the nature of service usage evolves. A move from recording quitters on practice software systems instead of a paper-based system has been rolled out for Q4 which should improve accuracy and timeliness of data reporting from practices. The provider has an action plan on how to work with GP providers to improve the quitting activity in practices. Outreach services continue to be provided in addition to GP and pharmacy services to reduce inequalities.

### ***Oxfordshire Fire & Rescue Service***

32. Performance across the Fire and Rescue Service continues to be good on most counts. Indicators on lives saved (indicator 1) and money saved to the economy through reductions in fires and road traffic collisions (indicator 3) have already reached their end of year targets.
33. However, fire station availability (indicator 4) continues to drop. Despite this, the outturn does not reflect on the real-time response times, which are performing as expected. As reported in previous quarters, there is a technological issue affecting the reporting of availability. We had hoped for a solution by the end of the financial year but following discussions with Capita this is unlikely to be resolved within this financial year (realistic timescales not yet known). Local recruitment initiatives are continuing to take place but we are limited to people living close to fire stations and recruitment may need to take place further afield. We have also had a number of on-call firefighters recruited into fulltime position, which also impacts on availability at on-call stations.

### ***Trading Standards***

34. The amount of money saved for consumers by Trading Standards interventions is well below target. This ambitious measure is largely outside of our direct control, being dependant on the number and nature of reports being made to us. Reports and referrals to our Doorstop Crime Team reduce significantly on the run up to Christmas, with a pick-up again around February/March.
35. There is a general reduction of reports from both Citizens Advice and Thames Valley Police (TVP). Work is being conducted on both of these areas. Regionally and nationally, work is being undertaken to understand why reports from Citizens Advice are falling, to understand the impact of this and to consider both increasing the number of reports, and the number of sources of reports.
36. In the forthcoming financial year, Trading Standards will be delivering awareness training to Police Enquiry Centre Operators. We anticipate this will increase the number of reports referred to us by Thames Valley Police, and to other Trading Standards services in the Thames Valley region.

## **RECOMMENDATION**

- i) **Cabinet is RECOMMENDED to note and discuss the performance reported in the dashboards.**

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| Success Indicator                                     |    | Target   | Cumulative Target Y/N | 2014/15 Year End Position | Q1          | Q2     | Q3    | Q4                | RAG Rating        |
|---|----|--|-----------------------|---------------------------|-------------|--------|-------|-------------------|-------------------|
| Safeguarding  | 1  | Number of safeguarding referrals   | Monitoring only       | Y                         | 4,368       | 1,089  | 2122  | 3558              | Monitoring only   |
|   | 2  | Decisions on 75% of safeguarding alerts to be made in one working day  | 75%                   | Y                         | New measure | 75%    | 77%   | 77%               | G                 |
|   | 3  | Percentage of safeguarding referrals that will have an outcome in 20 working days  | 75%                   | Y                         | New measure | 75%    | 79%   | 71%               | A                 |
| Supporting People to live at home as long as possible | 4  | Reduce the number of older people permanently placed in a care home and funded by the local authority to 10.5 per week or fewer ( <i>Better Care Fund Metric</i> ) | 10.5                  | Y                         | 11.4        | 12.8   | 12.8  | 11.6              | A                 |
| Personalisation                                       | 5  | Maintain the high level of eligible people on Self-Directed Support  | 80%                   | N                         | 82%         | 82%    | 83%   | 80%               | G                 |
|   | 6  | Maintain the number of people using social care who receive a direct payment   | 1,431                 | N                         | 1,431       | 1,444  | 1479  | 1448              | G                 |
|   | 7  | Maintain the high proportion of service users who have had a review in the last 12 months  | 75%                   | N                         | 71%         | 70%    | 61%   | Not yet available | Not yet available |
| Reablement Services                                   | 8  | People will be able to access reablement services within 3 days  | 80%                   | Y                         | 54%         | 45%    | 52%   | 53%               | R                 |
|   | 9  | Increase the number of people accessing reablement   | 3,750                 | Y                         | 2,743       | 618    | 1226  | 1751              | R                 |
| Delayed Transfer of Care                              | 10 | Reduce delayed transfers that are the responsibility of social care ( <i>average number of people per day</i> )  | 20                    | Y                         | 37          | 44     | 43    | 39 (to Nov)       | R                 |
|   | 11 | Reduce delayed transfers that are the responsibility of both social care & health ( <i>average number of people per day</i> )                                      | 8                     | Y                         | 26          | 30     | 33    | 35 (to Nov)       | R                 |
|   | 12 | The % of people in hospital who may need care on discharge, where social service are told 3 working days or more before their planned discharge date               | 100%                  | Y                         | 47%         | 45%    | 38%   | Not yet available | R                 |
| Waiting Lists   | 13 | Proportion of home care cases where care was started within 3 days of request to the care agency   | 80%                   | Y                         | New measure | 25%    | 18%   | 23%               | R                 |
| Support to Carers                                     | 14 | Increase the number of carers known  | 17,000                | N                         | 16,265      | 16,526 | 17233 | 17223+            | G                 |
|   | 15 | Increase the number of carers receiving a carer assessment   | 7,000                 | Y                         | 6,042       | 1,131  | 3337  | 4439              | G                 |
|   | 16 | Increase the number of carers receiving a service  | 2,450                 | Y                         | 2,226       | 304    | 948   | 1158              | A                 |
| Providing Information to all                          | 17 | Number of people supported by the Community Information Network  | 20,000                | Y                         | 25,654      | 9078   | 19808 | Not yet available | G                 |

| Success Indicator     |    | Target   | Position at end of Dec 2015 | On Target       | Notes |   |
|-----------------------|----|--|-----------------------------|-----------------|-------|---|
| Financial Performance | 18 | Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget            | < 2.0% of net budget        | +£1.0m or +0.6% | Yes   | Adult Social Care is forecast to overspend by +£1.0m, relating to non-pool services. There are also overspends of +£0.8m on the Older People and Equipment Pooled budget and +£0.3m on the Physical Disabilities Pooled Budget. The overspends are partly offset by -£0.9m one off funding from Independent Living Fund and Social Care in Prisons Grant and a small underspend of -£0.1m on the Learning Disabilities Pooled Budget. |
|                       | 19 | Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget | <2.0% of net budget         | -£0.7m or -3.0% | No    | The Service is forecasting an underspend of -£0.7m of which -£0.5m relates to Oxfordshire Fire and Rescue. This is driven primarily by vacancies for whole-time fire-fighters and retirements during the year. Recent recruits are included in the forecast underspend but at this stage in the year it is less likely that further recruitment will have a significant impact on expenditure.  |
|                       | 20 | Actual Pooled Budget Reserves (as at 31 March 2016)  | -                           | £2.3m           | -     |   |
|                       | 21 | Other Directorate Reserves (as at 31 March 2016)   | -                           | £0.7m           | -     | Fire Control and other Fire & Rescue and Community Safety Reserves.   |
|                       | 22 | Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy              | -                           | -               | -     |   |
|                       | 23 | Planned savings for 2015/16 assumed in the MTFP have been achieved   | 100% achieved               | 100% expected   | No    |   |

CHILDREN, EDUCATION & FAMILIES

|                       |   | Success Indicator  |   |   |                   |        |                       |                           |        |       |    |    |            |
|-----------------------|---|--|---|---|-------------------|--------|-----------------------|---------------------------|--------|-------|----|----|------------|
| Keeping Children Safe | 1   | Measure on timeliness of decision making in MASH   | 2 | Number of referrals to children's social care – broken down by referring agency |                   |        |                       |                           |        |       |    |    |            |
|                       |   |  |   |   | Success Indicator | Target | Cumulative Target Y/N | 2014/15 Year End Position | Q1     | Q2    | Q3 | Q4 | RAG Rating |
|                       | 3   | Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of the end of a previous plan |   |   | 9%                | Y      | 6.20%                 | 5.70%                     | 5.80%  | 5.5%  |    |    | G          |
|                       | 4   | No child protection plan cases without an allocated social worker  |   |   | 0                 | N      | 0                     | 0                         | 0      | 11    |    |    | R          |
|                       | 5   | No looked after children cases without an allocated social worker  |   |   | 0                 | N      | 0                     | 0                         | 0      | 0     |    |    | G          |
|                       | 6   | Percentage of child protection reviews completed on time   |   |   | 95%               | Y      | 93.3%                 | 95.70%                    | 93.90% | 93.7% |    |    | A          |
|                       | 7   | Percentage of visits to children on child protection plan completed in line with the plan and within the Council's 28 day standard |   |   | 85%               | N      | 75%                   | 74.20%                    | 76.30% | 69.6% |    |    | A          |
|                       | 8   | Percentage of visits to looked after children completed in line with the plan  |   |   | 85%               | N      | 92%                   | 92%                       | 85.40% | 84.7% |    |    | G          |
|                       | 9   | Children who go missing from home on two or more occasions, as a percentage of all children who go missing from home               |   |   | monitoring only   | Y      | 19.0%                 | 11.40%                    | 14.30% | 16.1% |    |    | ↑          |
|                       | 10  | Number of children subject to both child protection plans and being looked after   |   |   | monitoring only   | N      | 33                    | 44                        | 31     | 45    |    |    | ↑          |
|                       |   |  |   |   | Success Indicator | Target | Cumulative Target Y/N | 2014/15 Year End Position | Q1     | Q2    | Q3 | Q4 | RAG Rating |
|                       | 11  | Number of children ceasing care who were adopted   |   |   |                   |        |                       |                           |        |       |    |    |            |
| 12                    | No more than 70 children placed out of county and not in neighbouring authorities |  |   | 70  | N                 | 74     | 83                    | 83                        | 78     |       |    | R  |            |

## CHILDREN, EDUCATION &amp; FAMILIES (CONTINUED)

| Success Indicator     |     | Target<br>(for 14/15<br>academic<br>year)  | Cumulative<br>Target<br>Y/N          | Year End<br>Position<br>(for<br>academic<br>year 13/14) | Q1  | Q2  | Q3                     | Q4                   | RAG<br>Rating      |
|-----------------------|-----|--|--------------------------------------|---|---|---|------------------------|----------------------|--------------------|
| Raising<br>Attainment | 13a | % schools judged good or outstanding by OFSTED to be in top quartile nationally by 2018                              | Top quartile<br>89%                  | Y   | 88%                                       | 2nd quartile<br>87%                       | 2nd quartile<br>88%    | 2nd quartile<br>88%  | A                  |
|                       | 13b | % schools judged outstanding by Ofsted to be in the top quartile nationally by 2018 (currently 26%)                  | 3rd quartile<br>17%                  | Y   | 4th quartile<br>13%                       | 4th quartile<br>13%                       | 4th quartile<br>13%    | 4th quartile<br>14%  | R                  |
|                       | 14  | Number of schools currently judged inadequate by OFSTED  | 0                                    | Y   | 4   | 4   | 4                      | 5                    | R                  |
|                       | 15  | % Early Years settings judged good or outstanding by Ofsted to be in top quartile nationally by 2018 (currently 88%) | 2nd quartile<br>85%                  | Y   | 3rd quartile<br>83%                       | n/a                                       | 3rd quartile<br>83%    | 87%                  | G                  |
| Closing The Gap       | 16a | Persistent absence rate (primary schools) to remain in top quartile nationally by 2018                               | Top quartile<br>(no baseline<br>yet) | Y   | Top quartile                              | Definition changed so no<br>baseline data |                        | 9.1%                 | TBC                |
|                       | 16b | Persistent absence rate (secondary schools) to be in top quartile nationally by 2018                                 | 2nd quartile<br>(no baseline<br>yet) | Y   | 3rd quartile                              | Definition changed so no<br>baseline data |                        | 13.3%                | TBC                |
|                       | 17  | Permanent exclusions will continue to be in the top quartile nationally (<0.03% or 40 exclusions)                    | <40                                  | Y   | 53  | n/a                                       |                        | 28                   | R                  |
|                       | 18a | Proportion of young people Not in Education, Employment or Training (NEET)   | <4%                                  | Y   | 4.70%                                     | 3.60%                                     | 5.80%                  | 4.0%                 | G                  |
|                       | 18b | Proportion of young people whose NEET status is 'not known'  | <5%                                  | Y   | 5.20%                                     | 4.80%                                     | 52.90%                 | 16.4%                | A                  |
|                       | 19  | Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds                                 | Monitoring<br>only                   | N   | Rate 304<br>Actual 182                    | Rate 298<br>Actual 178                    | Rate 293<br>Actual 175 | Not yet<br>available | Monitoring<br>only |
|                       | 20a | Looked after children - overall absence rate to be in top quartile nationally by 2018                                | TBC                                  | Y   | 4.7%                                      | T5<br>4.40%                               | T1<br>3.5%             | T2<br>4.2%           | TBC                |
|                       | 20b | Looked after children - persistent absence rate to be in top quartile nationally by 2018                             | TBC                                  | Y   | Definition changed so no<br>baseline data |   | T1<br>10.0%            | T2<br>9.1%           | TBC                |
|                       | 21  | % Troubled Families Engaged With   | 434                                  | Y   | New indicator                             |   |                        | 549                  | G                  |

| Success Indicator     |    | Target   | Position at end<br>of Dec 2015 | On Target                         | Notes |   |
|-----------------------|----|--|--------------------------------|-----------------------------------|-------|---|
| Financial Performance | 22 | Actual expenditure for Education & Early Intervention is in line with the latest agreed budget           | < 2.0% of<br>net<br>budget     | +£1.1m or<br>+5.2%                | No    | Early Intervention Service has been transferred to Children's Social Care. Includes an overspend of + £1.3m on Home to School Transport.  |
|                       | 23 | Actual expenditure for Children's Social Care is in line with the latest agreed budget                   | <2.0% of<br>net<br>budget      | +£2.8m or<br>+4.1%                | No    | Includes forecast overspends on Service Management and Central Costs (+£1.5m), Safeguarding (+£0.6m), Referral and Assessment (+£0.6m), Looked after Children and Leaving Care (+£0.3m), Asylum (+£0.4m), and Corporate Parenting (+£0.3m).   |
|                       | 24 | Actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget | <2.0% of<br>net<br>budget      | -£0.1m or<br>-1.6%                | Yes   |   |
|                       | 25 | School Reserves (as at 31 March 2016)  | -                              | £20.9m                            | -     | Includes £5.9m new school set up fund which will be used to address expected budget pressures in future years for pupil growth, or basic needs revenue funding for the creation of new schools and academies.   |
|                       | 26 | Directorate Reserves (as at 31 March 2016)   | -                              | £2.2m                             | -     | Includes £1.5m for Thriving Families and £0.5m to support commercial services within the directorate.   |
|                       | 27 | Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy  | -                              | 0                                 | -     |   |
|                       | 28 | Planned savings for 2015/16 assumed in the MTFP have been achieved                                       | 100%<br>achieved               | 62%<br>expected to<br>be achieved | No    | Savings at some risk of not being achieved include -£0.3m relating to closer working with external partners. Savings at significant risk of not being achieved relate to the reducing use of agency & contracted staff and introduction of a vacancy factor for administration staff. |

## CHILDREN, EDUCATION &amp; FAMILIES (CONTINUED) – ACHIEVEMENTS AND ATTAINMENT INDICATORS REPORTED ANNUALLY

| Success Indicator |  | Target 2014/15 academic year | Position at 2013/14 academic year | Position at 2014/15 academic year | RAG Rating |
|-------------------|--|------------------------------|-----------------------------------|-----------------------------------|------------|
| 1                 | EYFS - % reaching a good level of development                          | 62%                          | 60%                               | 66%                               | G          |
| 2                 | KS1 - % level 2+ reading   | 92%                          | 92%                               | 92%                               | G          |
| 3                 | KS1 - % level 2+ writing   | 88%                          | 86%                               | 88%                               | G          |
| 4                 | KS1 - % level 2+ maths   | 93%                          | 92%                               | 94%                               | G          |
| 5                 | KS2 - % level 2+ reading, writing, maths                               | 80%                          | 78%                               | 81%                               | G          |
| 6                 | Oxfordshire's rank nationally for KS2 level 4+ reading, writing, maths | Top quartile                 | 3rd                               | 2nd                               | A          |
| 7                 | % making expected 2 levels of progression KS1 - reading                | 93%                          | 92%                               | 92%                               | A          |
| 8                 | % making expected 2 levels of progression KS1 - writing                | 95%                          | 94%                               | 95%                               | G          |
| 9                 | % making expected 2 levels of progression KS1 - maths                  | 92%                          | 91%                               | 90%                               | A          |
| 10                | Number of primary schools below KS2 Floor Standard                     | <6                           | 10                                | 7                                 | A          |
| 11                | KS4 - % 5 A*-C GCSEs including English and maths                       | 60%                          | 59.4%                             | 59.7%                             | A          |
| 12                | Oxfordshire's rank nationally for KS4 – 5 A*-C inc English and maths   | Top quartile                 | 2nd                               | 2nd                               | A          |
| 13                | % making expected 3 levels of progression KS2-4 English                | 74%                          | 74%                               | 74%                               | G          |
| 14                | % making expected 3 levels of progression KS2-4 maths                  | 73%                          | 71%                               | 71.5%                             | A          |
| 15                | Number of secondary schools below KS4 Floor Standard                   | 0                            | 0                                 | 0                                 | G          |

## ADDITIONAL INDICATORS TO BE REPORTED TO THE EDUCATION SCRUTINY COMMITTEE ANNUALLY

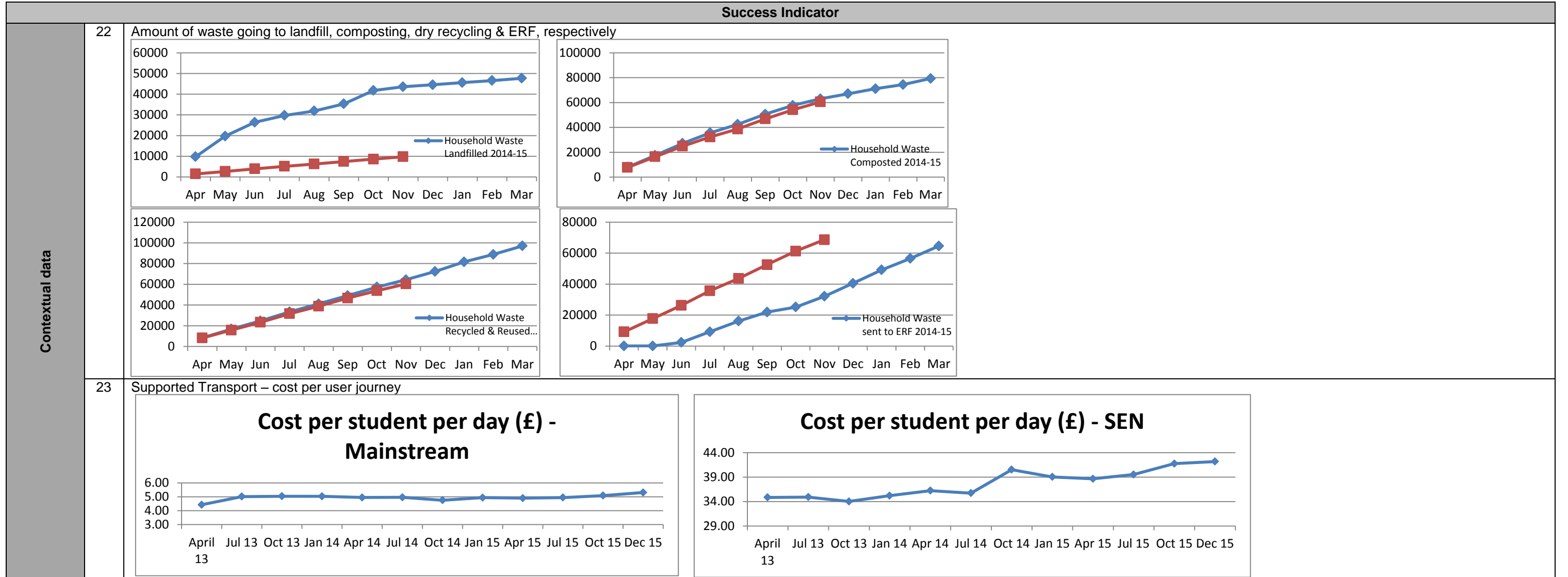
| Success Indicator |   | Target 2014/15 academic year | Position at 2013/14 academic year                                     | Position at 2014/15 academic year | RAG Rating |
|-------------------|---|------------------------------|---|-----------------------------------|------------|
| 16                | FSM6 pupils - % making expected progress KS1-2 reading                              | 90%                          | 88%   | 88%                               | A          |
| 17                | FSM6 pupils - % making expected progress KS1-2 writing                              | 91%                          | 90%   | 91%                               | G          |
| 18                | FSM6 pupils - % making expected progress KS1-2 maths                                | 85%                          | 86%   | 84%                               | A          |
| 19                | FSM6 pupils - % making expected progress KS2-4 English                              | 54%                          | 55%   | 59%                               | G          |
| 20                | FSM6 pupils - % making expected progress KS2-4 maths                                | 51%                          | 46%   | 51%                               | G          |
| 21                | School Support pupils - % % A*-C GCSEs including English and maths (new definition) | 23.5%                        | New definition so no baseline.<br>Target to be in line with national. | 15.3%                             | R          |
| 22                | School Support pupils - % making expected progress KS1-2 reading (new definition)   | 83%                          |   | 82%                               | A          |
| 23                | School Support pupils - % making expected progress KS1-2 writing (new definition)   | 88%                          |   | 88%                               | G          |
| 24                | School Support pupils - % making expected progress KS1-2 maths (new definition)     | 79%                          |   | 78%                               | A          |
| 25                | School Support pupils - % making expected progress KS2-4 English (new definition)   | 54%                          |   | 50%                               | R          |
| 26                | School Support pupils - % making expected progress KS2-4 maths (new definition)     | 42%                          |   | 38%                               | R          |
| 27                | Looked After Children - % Level 4+ reading, writing, maths                          | 48%                          | 41%   | 53%                               | G          |
| 28                | Looked After Children - % making expected progress KS1-2 reading                    | 75%                          | 72%   | 60%                               | R          |
| 29                | Looked After Children - % making expected progress KS1-2 writing                    | 83%                          | 83%   | 80%                               | A          |
| 30                | Looked After Children - % making expected progress KS1 -2 maths                     | 78%                          | 78%   | 80%                               | G          |
| 31                | Looked After Children - % 5 A*-C GCSEs including English & maths                    | >10%                         | <6%   | 14%                               | G          |
| 32                | Looked After Children - % making expected progress KS2-4 English                    | 50%                          | 48%   | 56.7%                             | G          |
| 33                | Looked After Children - % making expected progress KS2-4 maths                      | 28%                          | 26%   | 43.3%                             | G          |

ENVIRONMENT & ECONOMY

| Success Indicator                  |    | Target  | Cumulative Target Y/N                                | 2014/15 Year End Position | Q1          | Q2                   | Q3     | Q4     | RAG Rating           |   |
|------------------------------------|----|---|--|---------------------------|-------------|----------------------|--------|--------|----------------------|---|
| Strategy & Infrastructure Planning | 1  | Inward investment: Oxfordshire chosen for 35 re/investments   | 35   | Y                         | New measure | 4                    | 18     | 23     | G                    |   |
|                                    | 2  | % of major District Council applications responded to within the agreed deadline  | 60%  | Y                         | 84%         | 86%                  | 95%    | 92%    | G                    |   |
|                                    | 3  | % of mineral and waste applications determined within 13 weeks  | 50%  | Y                         | 91%         | 67%                  | 70%    | 90%    | G                    |   |
|                                    | 4  | Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process  | 70%  | Y                         | 86%         | 99%                  | 81%    | 81%    | G                    |   |
|                                    | 5  | No more than 20% of S106 monies held within 2 years of potential payback  | 20%  | Y                         | New measure | 3%                   | 1.83%  | 1.42%  | G                    |   |
| Commercial                         | 6  | % of highway defects posing an immediate risk of injury repaired within 24 hours  | 98%  | N                         | 100%        | 100%                 | 100%   | 100%   | G                    |   |
|                                    | 7  | % of highway defects that create a potential risk of injury repaired within 28 calendar days  | 80%  | N                         | 88.70%      | 96.80%               | 99.29% | 100%   | G                    |   |
|                                    | 8  | Maintain a minimum public satisfaction rate with the highways service   | 45%  | N                         | 53.90%      | Measured annually Q3 |        | 53%    | Measured annually Q3 | G |
|                                    | 9  | % of household waste is reused, recycled or composted   | 59%  | Y                         | 61%         | 60%                  | 58%    | 58.50% | A                    |   |
|                                    | 10 | % satisfaction on customer satisfaction surveys received in relation to the facilities and property contract.   | 80%  | N                         | 89%         | 90%                  | 100%   | 86%    | G                    |   |
|                                    | 11 | Total capital receipts delivered from property disposal, as a percentage of the target capital receipts baseline (£2.252m) identified in the annual disposals programme | 100%   | Y                         | 77.70%      | 4%                   | 28%    | 48%    | A                    |   |
| Customer Services                  | 12 | % calls answered within 20 seconds  | 80%  | Y                         | 70%         | 70%                  | 76%    | 73%    | A                    |   |
|                                    | 13 | % of calls dealt with at first contact where the CSC has responsibility for a complete solution   | 90%  | Y                         | 99%         | 99%                  | 97.50% | 98.6   | G                    |   |
|                                    | 14 | % of calls dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC   | 100%   | Y                         | 100%        | 100%                 | 100%   | 100%   | G                    |   |
|                                    | 15 | Broadband – deliver quarterly target against total homes passed (THP) as per contract (starting June 2014)  | 78,655<br>(Q1: 57,209<br>Q2: 69,535<br>Q3&4: 78,655) | Y                         | 42,917      | 58,615               | 70,308 | 78,665 | G                    |   |

| Success Indicator |                |   |
|-------------------|----------------|---|
| Contextual Data   | 16<br>17<br>18 | <p>Number of jobs generated through Invest in Oxfordshire</p>                   |
|                   |                | <p>Number of apprenticeship placements</p>                                      |
|                   |                | <p>Number of claimants of Job Seekers Allowance</p>                             |
| Contextual Data   | 19<br>20<br>21 | <p>Annual road condition against £ spent per mile</p>                           |
|                   |                | <p>Road condition (number of defects) against the same quarter last year</p>    |
|                   |                | <p>Amount of waste arising per head of population (year on year comparison)</p> |

ENVIRONMENT & ECONOMY (CONTINUED)



| Success Indicator |  | Target               | Position at end of Dec 2015 | On Target | Notes   |
|-------------------|--|----------------------|-----------------------------|-----------|---|
| 24                | Actual expenditure for Strategy and Infrastructure is in line with the latest agreed budget                                    | < 2.0% of net budget | £-0.4m or -5.6%             | No        |   |
| 25                | Actual expenditure for Commercial Services is in line with the latest agreed budget  | <2.0% of net budget  | £-0.6m or -0.8%             | Yes       | Includes a forecast overspend of +£1.4m on Waste Management and +£0.3m on Supported Transport. This is offset by £1.2m (a currently unallocated element of the Highways Maintenance Delivery Budget) and a -£0.7m underspend on Network and Asset Management which relates to patching spend being funded by the Capital Programme. |
| 26                | Actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget                                  | < 2.0% of net budget | +£1.1m or +4.5%             | No        | Includes a forecast overspend of +£0.7m relating to the underachievement of income from Schools due to a combination of academy transfers and maintained schools' uptake of services.   |
| 27                | Directorate Reserves (as at 31 March 2016)   | -                    | £4.3m                       | -         | Reduction in reserves relates to the temporary utilisation of reserves to fund one-off costs in the transfer of services to Hampshire County Council and the Supported Transport Programme. This will be repaid over the next seven years.  |
| 28                | Number of 2015/16 budget virements requested requiring Council approval as they were larger than £0.500m or a change in policy | -                    | 0                           | -         |   |
| 29                | Planned savings for 2015/16 assumed in the MTFP have been achieved   | 100% achieved        | 96% expected to be achieved | No        | There is a risk of savings not been achieved relating to Waste, Income Generation, Parking Income and Agency Staff within Cultural Services. Alternative savings are being made and the directorate is forecasting a break-even position for the financial year.  |

## PUBLIC HEALTH

| Success Indicator                        |   |  | Target | Cumulative Target Y/N | 2014/15 Year End Position | Q1                   | Q2    | Q3                | Q4                   | RAG Rating |
|--|---|--|--------|-----------------------|---------------------------|----------------------|-------|-------------------|----------------------|------------|
| National Childhood Measurement Programme | 1 | % Primary school children classified as obese in Year 6  | 16%    | N                     | 16.9%                     | Measured annually Q3 |       | 16.20%            | Measured annually Q3 | A          |
|  | 2 | % of primary school children classified as obese in reception  | <7%    | N                     | 7.3%                      | Measured annually Q3 |       | 6.60%             | Measured annually Q3 | G          |
| Health checks                            | 3 | Cumulative number of the eligible population aged 40-74 who have received a health check since April 2015  | 18,939 | Y                     | 21,395                    | 4,059                | 9,745 | 14,391            |                      | G          |
|  | 4 | Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)  | 385    | Y                     | 158                       | 194                  | 550   | 806               |                      | G          |
| Smoking Cessation                        | 5 | Support 3,650 people to become '4 week quitters' per annum   | 3,650  | Y                     | 1,955                     | 508                  | 997   | 1453              |                      | A          |
| Drug Treatment & Rehabilitation          | 6 | Number of users of opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of opiate users in treatment.         | 7.6%   | Y                     | 6.7%                      | 6.20%                | 5.60% | Not yet available |                      | n/a        |
|  | 7 | Number of users of non-opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment. | 39%    | Y                     | 22%                       | 29.0%                | 27.9% | Not yet available |                      | n/a        |

| Success Indicator     |    |   | Target                 | Position at end of Dec 2015 | On Target | Notes   |
|-----------------------|----|---|------------------------|-----------------------------|-----------|---|
| Financial Performance | 8  | Actual expenditure is in line with the latest agreed budget   | < 2.0% of gross budget | +£0.2m or +0.8%             | Yes       | Funded by a ring-fenced grant of £30.4m in 2015/16. On 4 November the Council received notification that this grant would be reduced in-year by £1.9m. The forecast overspend will be funded by a transfer from reserves at year end. |
|                       | 9  | Actual Directorate Reserves (as at 31 March 2016)   | -                      | n/a (*)                     | -         | (*) 2013/14 and 2014/15 underspends held in Grants and Contributions Reserve.   |
|                       | 10 | Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy | -                      | 0                           | -         |   |
|                       | 11 | Planned savings for 2015/16 assumed in the MTFP have been achieved                                      | n/a                    | n/a                         | n/a       | Public Health is wholly grant funded and does not have any savings to achieve in 2015/16.   |

## FIRE AND RESCUE SERVICE

| Success Indicator |  |  | Target  | Cumulative Target Y/N | 2014/15 Year End Position | Q1     | Q2     | Q3     | Q4 | RAG Rating |
|-------------------|--|--|---------|-----------------------|---------------------------|--------|--------|--------|----|------------|
| 1                 | 47 lives saved per year against the OFRS 10 year 365Alive target through emergency response and preventative activity concerning fires and road traffic collisions |  | 47      | Y                     | 47                        | 17     | 31     | 48     |    | G          |
| 2                 | 104,000 citizens provided with safety advice/education per year  |  | 104,000 | Y                     | 102,788                   | 19,460 | 54,663 | 87,072 |    | G          |
| 3                 | £12.5m saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions  |  | £12.5m  | Y                     | £17.0m                    | £5.0m  | £9.5m  | £15.5m |    | G          |
| 4                 | Fire stations in Oxfordshire are available for emergency response 100% of the time   |  | 100%    | Y                     | 89.16%                    | 84.71% | 82.74% | 82.45% |    | R          |

## TRADING STANDARDS

| Success Indicator |  |  | Target   | Cumulative Target Y/N | 2014/15 Year End Position | Q1      | Q2       | Q3       | Q4 | RAG Rating |
|-------------------|--|--|----------|-----------------------|---------------------------|---------|----------|----------|----|------------|
| 1                 | Money saved for consumers as a result of our interventions                                   |  | £450,000 | Y                     | £507,881                  | £68,256 | £185,281 | £217,113 |    | R          |
| 2                 | 100% of inspections completed of high risk businesses as identified at the start of the year |  | 100%     | Y                     | 97.80%                    | 19.20%  | 44.90%   | 93.50%   |    | G          |

## CORPORATE SERVICES

| Success Indicator |   | Target               | Position at end of Dec 2015 | On Target | Notes  |
|-------------------|---|----------------------|-----------------------------|-----------|--|
| 1                 | Actual expenditure is in line with the latest agreed budget   | < 2.0% of net budget | £0.0m or +0%                | Yes       |  |
| 2                 | Actual Directorate Reserves (as at 31 March 2016)   | -                    | £0.9m                       | -         | Includes £0.4m Registration Service reserves and £0.4m held to fund future County Council elections. |
| 3                 | Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy | -                    | 0                           | -         |  |
| 4                 | Planned savings for 2015/16 assumed in the MTFP have been achieved                                      | 100% achieved        | 89% Achieved                | No        |  |

## CORPORATE

| Success Indicator |  | Target               | Position at end of Dec 2015 | On Target | Notes   |
|-------------------|--|----------------------|-----------------------------|-----------|---|
|                   | Actual expenditure for the Council is in line with the latest agreed budget  | < 2.0% of net budget | +£4.1m or +1.0%             | Yes       |   |
|                   | Cross Directorate Reserves (as at 31 March 2016)   | -                    | £15.1m                      | -         | Includes the Grants and Contributions Reserve (£13.5m), Vehicle and Equipment Reserve (£2.6m), Government Initiatives (£0.2m) and the ICT Projects Reserve (£0.3m). |
|                   | Corporate Reserves (as at 31 March 2016)   | -                    | £2.7m                       | -         | Carry Forward and Efficiency Reserves.  |
|                   | Capital Reserves (as at 31 March 2016)   | -                    | £33.0m                      | -         |   |
|                   | Cash Flow Reserves (as at 31 March 2016)   | -                    | £9.1m                       | -         | Being 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 (£831.1m)  | -                    | £16.5m or 1.99%             | -         |   |
|                   | Total reserves as a proportion of the original gross budget (£831.1m)  | -                    | £95.7m or 11.5%             | -         |   |
|                   | Capital programme use of resources compared to programme agreed in February 2015   | 90%                  | 106%                        | Yes       |   |
|                   | Capital programme expenditure realisation rate   |                      | 56%                         | -         |   |
|                   | Year to date debtor invoices outstanding - General   | 33 days              | Not available               | -         | Target as per Financial Strategy.   |
|                   | Year to date debtor invoices outstanding - Social Care Clients   | 62 days              | Not available               | -         | Target as per Financial Strategy  |
|                   | Percentage of debtor invoices cleared in 90 days   | 97%                  | Not available               | -         | Target as per Financial Strategy  |
|                   | Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate | 0.70%                | 0.78%                       | Yes       | Benchmark rate for 3 month LIBID is 0.453%  |
|                   | Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)           | 2.03%                | 2.31%                       | Yes       |   |

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