CABINET – 24 JANUARY 2017

BUSINESS MANAGEMENT AND MONITORING REPORT
QUARTER 2 2016-17

Introduction

1. This paper provides details of Oxfordshire County Council's performance for quarter two (July-September 2016). The report shows that we have started the year well and that we remain on course to meet the three strategic priorities set out in the Corporate Plan. A report covering key achievements and performance issues is attached at Annex 1. Performance dashboards are included at Annex 2.

2. Of the 24 outcomes being reported on this year, 18 have been rated Green or Amber for quarter 2. Of the 65 supporting 'success indicators' in the performance dashboards 7 have improved since quarter 1 (including 4 from Red to Green) while 51 are stable (i.e. remaining at the same rating in quarter 2 as quarter 1). Only 2 success indicators are judged to have deteriorated during quarter 2, both of which are reflected in Red outcomes covered in detail in Annex 1.

3. 5 of the 6 outcomes rated Red in quarter 1 are rated Red again in quarter 2. One has now been rated Amber due to progress made during the quarter ("preventing early death and improving quality of life in later years"). One other outcome ("narrowing the gap for our most disadvantaged and vulnerable groups") has been additionally rated Red in this quarter, making 6 reds in total, the same number as in quarter 1. All Red outcomes are set out on pages 4 to 7 with explanatory narrative and recommendations.

4. A new column for 'outlook' has been added to the performance dashboards. This gives the report's readers early indication of where specific success indicators (and therefore potentially outcomes or Corporate Plan priorities) are judged by directors to be at risk for one reason or another, and to enable questions to be asked and further information sought as necessary. In quarter 2, the outlook for 18 of the 65 success indicators is "positive/improving", and 35 "stable". Only 7 are judged to have a "negative/deteriorating" outlook.

RECOMMENDATION

5. **Cabinet is RECOMMENDED to note and discuss the performance set out in this report.**

Report by: Ian Dyson, Assistant Chief Finance Officer (Assurance)

Contact Officer: Steven Jones, Policy & Performance Officer

steven.fairhurstjones@oxfordshire.gov.uk, 07932 318 890

December 2016

ANNEX 1 – PERFORMANCE REPORT

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

A thriving economy

- We have been recording our fire safety audits more accurately enabling us to improve on the previous quarter's figures. We are currently performing above target for fire safety audits completed.

- Quarter 2 has seen an increase in our Trading Standards weights and measures verification work due to a new working partnership with a locally based scale manufacturer/importer. This collaboration has resulted in a significant improvement on the outturn for quarter one.

- Two newsletters are issued each year to all businesses on Trading Standards mailing list. The first newsletter for this reporting year was issued during quarter two and we are pleased to report that the number of businesses that received the newsletter was significantly higher than previous editions. We aim to get as many businesses on our mailing list in order to keep them well informed.

Protecting vulnerable people

- The annual target for fire prevention campaigns has already been exceeded.

- Safety messages are on track and campaigns are planned for the remainder of the year to ensure that the target is met. We continue to reach a high volume of people by using our social media to deliver safety messages, with Facebook and Twitter attracting the majority of people.

- The number of delayed transfers of care of adults in hospital due to social care is falling. The target is for 20 delays or fewer by the end of the year. At the end of September there were 16. Nationally in the last 12 months social care delays rose by 40% while in Oxfordshire they fell by 40%

- Despite considerable increases in demand all looked after children and child protection cases remain allocated. The number of looked after children has increased by 7% this year so far, but the increase in placements has been absorbed within the county rather than increasing numbers of out of county placements

- The timeliness of dealing with referrals within the MASH continues to improve in the year

- We are on track to exceed the annual target for people successfully quitting smoking at 4 weeks.

- The percentage of alcohol users successfully completing treatment for alcohol addiction now exceeds the national average.

Efficient public services

- We continue to exceed our target, by almost double, to attend medical interventions due to our expansion of co-responding throughout the county. Slade Park continues to attend the majority of these types of incident.

- We are above target for special service rescues. Primarily this is in relation to rescues from road traffic collisions and the increase is due to a growing population and more vehicles on our roads.

- We have again achieved our response standards targets of sending a fire engine to an incident in the quickest time possible assisted by the successful implementation of Thames Valley Fire Control Service.

- The new 'Help to Live at Home' home care contracts began in May and were set up to improve the availability of home care in Oxfordshire. Since then we have been able to purchase 13% more home care. This will reduce delays for care and ensure people have alternate support options to placements in a care home.

- The number of looked after children placed with in house foster carers, including their family and friends has risen by 36 since April.

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

A thriving economy

- None - all on track.

Protecting vulnerable people

- Demand continues to rise for our adults' and children's services meaning fewer people are leading independent lives, caseloads are growing, and pressures grow on performance and budgets. This year in adult social care there has been a 42% increase in adult safeguarding concerns raised with the council and a 47% increase in investigations. In children's services there has been a 13% increase in children assessed and a 7% increase in looked after children. These increases reflect:
  - o the level of risk that the council is willing to hold;
  - o the lack of availability and effectiveness of preventative services (including those provided or commissioned by partner organisations)
  - o the extent to which protecting vulnerable people is seen as a council service rather than a public service.

  In thinking and acting like a unitary the council needs to have a debate with other stakeholders about how everyone supports vulnerable people.

- There are significant workforce pressures in both the Adults' and Children's teams. High levels of employment and pay puts pressure on recruitment and retention. Care agencies commissioned to provide adult social care struggle to recruit staff and report difficulties in picking up new cases. Caseloads in children's care remain high. The success of Oxfordshire's economy is having adverse effects on the council's workforce and will affect both the availability and cost of care.

Efficient public services

- None – all on track.

Section C: key performance issues requiring intervention / decision.

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

RED OUTCOMES RECOMMENDED FOR DISCUSSION

1.	**Corporate Plan priority**	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Keeping children and young people safe
	Dashboard details	Page 10, success indicators 15-18

The level of activity in social care is higher than similar authorities and is growing more quickly than elsewhere. Levels of early help are dropping - in part due to the transition to the new service model. This is directly affecting caseloads. Only 60% of workers have caseloads at the target level. The directorate has a programme of work to address this looking at managing demand and introducing a new service (the Locality and Community Support Service) to avoid children entering the child protection system where possible.

The measure around caseloads has been rated Amber, within which the variable nature of work means that some teams' performance is rated Red for this quarter. The increase in activity levels in children's social care has a direct impact on caseloads. Last year saw a 19% increase in referrals; a 46% increase in assessments; an 18% increase in child protection investigations and a 13% increase in child protection case conferences - workers are increasingly stretched. The current transformation programme merging Early Intervention with Family Support services will address some of the caseload issues. Further remodelling may be necessary to mitigate this risk: one of the options to explore is increasing staff at the front door to manage demand.

Recommended action	Cabinet is recommended to **discuss** the reasons for the Red rating and consider whether additional action is required at this time.

2.	**Corporate Plan priority**	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Narrowing the gap for our most disadvantaged & vulnerable groups
	Dashboard details	Page 10, success indicators 13-14

Persistent absence rates from secondary schools continue to be amongst the highest in the country. Comparative data for Autumn and Spring terms for 15/16 academic year was published by the Department for Education in October. This shows that Oxfordshire continues to rank in the lowest performing 25% of authorities nationally.

Over this time period 13.9% (4319) of secondary school pupils were classed as being persistently absent (missing at least 10% of available sessions) compared with 12.3% nationally.

The number of permanent exclusions from Oxfordshire has continued to grow year on year. In recent years Oxfordshire has had low rates of permanent exclusions. The numbers have risen noticeably from 32 in 2013/14 academic year to 71 in 2015/16 academic year (figures still to be confirmed). Initial data for 2016/17 academic year indicates that this trend is continuing – with 18 permanent exclusions by the end of October.

School level data is monitored on a termly basis and issues are raised with the Regional Schools Commissioner where academies are concerned.

This theme has been picked up by the Safeguarding Board who are going to undertake a review of the issue in Oxfordshire.

Recommended action	Cabinet is recommended to **discuss** the reasons for the Red rating and consider whether additional action is required at this time.

3.	**Corporate Plan priority**	EFFICIENT PUBLIC SERVICES
	Outcome affected	Reducing the level of need of our most vulnerable families
	Dashboard details	Page 10, success indicator 20

The number of looked after children at the end of September is 635 (compared to 592 at April 1). Benchmark figures would predict 600 looked after children. The increase in numbers has been absorbed within the county - 36 more children are being looked after by in house foster placements, including family and friends than at April 1st, but the planned decrease in the actual number of out of county placements has not been delivered.

The directorate has successfully focused on diverting people from the edge of care and is now putting similar efforts into ensuring people are reunified with their family as soon as possible. However the key issue remains the increase in demand across the system, raised above.

Recommended action	Cabinet is recommended to **discuss** the reasons for the Red rating and confirm that no additional action is required at this time

RED OUTCOMES RECOMMENDED TO BE NOTED WITHOUT DISCUSSION

4.	Corporate Plan priority	A THRIVING ECONOMY
	Outcome affected	20,000 businesses are given advice and support to grow
	Dashboard details	Page 16, success indicator 59

The number of building regulations consultations this quarter was below our target. We have responded to all building regulations consultations received, within the statutory timescale. The target set for this was based on historical figures so outturns will not always be in line with expectations. Despite this, we have no concerns as we have a proven track record of responding to these requests within our statutory deadlines.

Recommended action	Cabinet is recommended to **note** the reasons for the Red rating and confirm that no additional action is required at this time.

5.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	37,500 vulnerable children and adults are helped to lead more secure and independent lives, supported by safe and wellbeing visits
	Dashboard details	Page 16, success indicator 61

We have not had any work experience placements during quarter 2. We are developing a new work experience programme and have work experience placements starting one day per week for ten weeks during quarter 2.

No Trading Standards risk reduction activities for children and young adults were recorded for quarter 2. There are a large number of 'one off' events and activities planned throughout the year, which are expected to enable the performance targets to be met.

The number of Trading Standards programmes for vulnerable children and young adults were lower than expected in quarter two. We anticipate the figures will be much higher at the end of the next quarter due to activity taking place during quarter 3.

Recommended action	Cabinet is recommended to **note** the reasons for the Red rating and confirm that no additional action is required at this time.

6.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Supporting older people to live independently with dignity whilst reducing the need for care & support
	Dashboard details	Page 9, success indicators 4-5

Offering people reablement is a key part of the council's prevention agenda. Current levels of activity are 20% below contract levels. If the service does not pick up cases there is a risk that people will directly enter long term care, reducing their independence and putting pressures on budgets.

The contract has recently been retendered and the provider has changed. The new provider started on October 1st.

Recommended action	Cabinet is recommended to **note** the reasons for the Red rating and confirm that no additional action is required at this time.

PRIORITY: A STRONG AND THRIVING ECONOMY

Outcomes	20,000 businesses given advice and support to grow (OFRS)	Raising achievement for all children and young people (CEF)	An Infrastructure Strategy for Oxfordshire is delivered (E&E)	High-quality jobs, and a skilled workforce, are created and sustained (E&E)	Funding for public services is maximised (E&E)	OCC's responsibilities for spatial planning are executed (E&E)	Highways are adequately maintained (E&E)

PRIORITY: PROTECTING VULNERABLE PEOPLE

Outcomes	85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives (OFRS)	37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits (OFRS)	To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms (OFRS)	Ensuring children have a healthy start in life (PH)	Preventing early death and improving quality of life in later years (PH)	Preventing chronic disease by tackling obesity (PH)	Narrowing the gap for our most disadvantaged and vulnerable groups (CEF)	Keeping children and young people safe (CEF)	Adults with long term conditions living independently and achieving their full potential (SCS)`	Support older people to live independently with dignity whilst reducing the need for care & support (SCS)

PRIORITY: EFFICIENT PUBLIC SERVICES

Outcome	6,000 more people alive as a result of our prevention, protection and emergency response activities (OFRS)	When a fire occurs we aim to send the nearest fire engine in the quickest time possible (OFRS)	Reducing the level of need of our most vulnerable families (CEF)	Working together to improve quality and value for money in the Health and Social Care System (SCS)	Household waste is disposed of efficiently and effectively (E&E)	Year on year reduction in OCC's carbon equivalent emissions (E&E)	Communities are helped to help themselves (Corp Services)

SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome			Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Adults with long term conditions living independently and achieving their full potential		1	20,000 people to receive information and advice about areas of support as part of community information networks.	20,000	Y	G	G	↔
	Support older people to live independently with dignity whilst reducing the need for care & support		2	Reduce the number of people delayed in hospital awaiting social care from current level of 30 at the end of March 2015 to 20 at the end of March 2017.	20	N	G	G	↔
			3	Increase the proportion of older people with an on-going care package supported to live at home from 60% in April 2016 to 62% in April 2017	62%	N	A	G	↑
			4	Increasing the number of hours people are able to access the reablement pathway to 110,000 hours per year (2,115 per week) by April 2017.	110,000	N	R	R	
			5	80% of people who receive reablement need no ongoing support by April 2017	80%	Y	R	R	
EFFICIENT PUBLIC SERVICES	Working together to improve quality and value for money in the Health and Social Care System		6	Increase the number of carers receiving a social care assessment from 7,036 in 2015/16 to 7,500 in 2016/17.	7,500	Y	A	A	↑
			7	Increase % carers who are extremely or very satisfied with support or services received. 43.8 % baseline from 2014 Carers survey.	44%	N	Available once a year	Available once a year	
			8	75% of all adult safeguarding investigations will be concluded within 20 working days or have an agreed exemption by a senior manager	75%	Y	G	G	↓
			9	75% of all adult safeguarding triage decisions will be made in two working days	75%	Y	G	G	↓

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

CHILDREN EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
THRIVING ECONOMY	**Raising achievement for all children and young people**	10	% of schools judged good or outstanding by OFSTED to be in top quartile nationally by 2018.	91%	N	A	A	↔
PROTECTING VULNERABLE PEOPLE	**Narrowing the gap for our most disadvantaged and vulnerable groups**	11	Increase the number of troubled families worked with by the council from 915 in 2015/16 to 1,549 in 2016/17 and 2892 by 2020.	1549	Y	G	G	↑
		12	Increase the number of community Common Assessment Frameworks (CAFs) completed from 770 in 2015/16 to 847 in 2015/16	847	Y	A	R	↓
		13	Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools	Tbc	N	-	R	
		14	Permanent exclusions to remain in the top quartile nationally	<48	N	R	A	↓
	Keeping children and young people safe	15	Set a baseline for caseloads in different teams and reduce this in the year to best practice levels	Varies by team	N	A	A	↔
		16	Increase the proportion of referrals dealt with within timescales to 75% by March 2017	75%	N	G	G	↑
		17	Increase the Proportion of assessments completed in 40 working days to 75% by March 2017	75%	Y	A	A	↓
		18	Increase the proportion of interviews of missing children completed on time	-	Y	G	A	↓
EFFICIENT PUBLIC	**Reducing the level of need of our most vulnerable families**	19	Recruiting 135 unrelated foster carers over the next three years	135 by March 2019	Y	A	A	↑
		20	Reduce the number of children placed out of county and not in neighbouring authorities from 77 to 60 by March 2016	60	N	R	R	↔

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

ENVIRONMENT AND ECONOMY – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome		Success indicator		Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
THRIVING ECONOMY	An Infrastructure Strategy for Oxfordshire is delivered	21	A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced by March 2017.	Q1 - Strategy Scoped (5%) Q2 - Procurement underway (10%); Q3 - Consultant appointed and Stage 1 complete (50%); Q4 - Strategy work complete (100%)		Y	G	G	↑
		22	Oxfordshire is chosen for 35 new investors / re-investors, 14 of which are 'high value' (as defined in OxLEP contract)		35 / 14	Y	A	A	↑
	High-quality jobs, and a skilled workforce, are created and sustained	23	We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme		6%	Y	G	G	↑
		24	525 additional apprenticeship starts are delivered		525	Y	G	G	↑
		25	Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process		80%	Y	A	A	↔
	Funding for public services is maximised	26	No more than 20% of s106 monies are held within 2 years of potential payback		<20%	Y	G	G	↔
		27	80% of District Council planning applications are responded to within the agreed deadline		80%	Y	G	G	↔
	OCC's responsibilities for spatial planning are executed	28	50% of Mineral and Waste applications are determined within 13 weeks		50%	Y	G	G	↔
		29	% of highway defects posing an immediate risk of injury are repaired within 24 hours		100%	N	G	G	↔
	Highways are adequately maintained	30	% of highway defects that create a potential risk of injury repaired within 28 calendar days		90%	N	G	G	↔
		31	% of the A and B Classified road network where carriageway maintenance should be considered.		28%	N	A	A	↔

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

ENVIRONMENT & ECONOMY (continued)

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	Household waste is disposed of efficiently and effectively	32	59% of household waste is reused, recycled or composted	59%	N	A	A	↔
		34	% of waste from Household Waste Recycling Centres (HWRC) which is recycled	60%	N	G	G	↔
	Year on year reduction in OCC's carbon equivalent emissions	35	Average 3% year on year reduction in carbon equivalent emissions from Oxfordshire County Council estates and activities	11%	Y	G	G	↑

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

PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 2 2016-17

Outcome			Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Ensuring children have a healthy start in life ↔	36	Conceptions in women aged under 18 per 1,000 females aged 15-17 (teenage conceptions). This reflects calendar year 2015	<=16.8 (189)	Y	G	G	↔
		37	Percentage of mothers who receive a universal face to face contact at 28 weeks or above	Q1 55% Q2 60% Q3 62% Q4 65%	N	G	G	↔
		38	Percentage of births that receive a face to face New Birth Visit (NBV) within 10-14 days by a Health Visitor	93-95% (each quarter)	N	R	R	↔
		39	Percentage of births that receive a face to face New Birth Visit (NBV) completed	95%	N	G	G	↔
		40	Percentage of children who received a 12 month review	93-95% each 1/4	N	G	G	↔
		41	Percentage of children who received a 2-2.5 year review	93-95% each ¼	N	G	G	↔
		42	Percentage of infants for whom breastfeeding status is recorded at 6-8 week check	95.0%	N	G	G	↔
		43	Babies breastfed at 6-8 weeks of age (County). No individual CCG locality should have a rate of less than 55%)	63.0%	N	A	A	↔
		44	% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	93.0%	N	G	G	↔

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

PUBLIC HEALTH – continued

Outcome			Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	**Preventing early death and improving quality of life in later years**	45	Of people aged 40-74 who are eligible for health checks once every 5 years, at least 15% are invited to attend during the year. No CCG locality should record less than 15% and all should aspire to 20%.	15%	Y	G	G	↑
		46	Take-up of invitation for NHS Health Checks should exceed national average (2015-16 = 51.7% nationally) and aspire to 55% in year ahead. No CCG locality should record less than 50%.	>51.7% (Aspire 55%)	Y	R	R	↑
		47	Number of the eligible population, aged 40-74, who received their NHS Health Check	Q1 3724 (3939) Q2 7448 (7877) Q3 10722 (11816) Q4 14896 (15755)	Y	R	G	↑
		48	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	Q1 186 (197) Q2 372 (394) Q3 558 (591) Q4 745 (788)	Y	R	G	↔
		49	Number of people quitting smoking for at least 4 weeks should exceed 2015-16 baseline by at least 10% (15-16 baseline = 1923)	> 2115	Y	R	G	↑
		50	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.	> 4.5% 5% end year Aspire 6.8% long term	Y	R	A	↑
		51	Number of users on NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months, as a percentage of the total number of non-opiate users in treatment.	< 26.2% 30% end year Aspire 37.3% long term	Y	R	R	↓
		52	All drugs: successful completions	2015-16 national average = 15.2%	Y	A	A	↑
		53	Successful completions as a % of the total Number in Treatment (ALCOHOL)	39.2% 2015/16 national average	Y	G	G	↔

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

PUBLIC HEALTH – continued

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	**Preventing chronic disease by tackling obesity**	54	National Childhood Measurement Programme (NCMP) - obesity prevalence in Reception year	Maintain <7%	N	G	G	↔
		55	National Childhood Measurement Programme (NCMP) - obesity prevalence in Year 6. No district population should record more than 19%	<=16%	N	A	A	↔
		56	National Childhood Measurement Programme (NCMP) - % of all children measured in Reception (coverage)	90%	N	G	G	↔
		57	National Childhood Measurement Programme (NCMP) - % of all children measured in Year 6 (coverage)	90%	N	G	G	↔

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

OXFORDSHIRE FIRE & RESCUE SERVICE – PERFORMANCE DASHBOARD – Quarter 2 2016-17

Outcome			Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
THRIVING ECONOMY	**20,000 businesses given advice and support to grow**	59	833 businesses given advice and support, per quarter.	833	Y	R	R	↔
PROTECTING VULNERABLE PEOPLE	**85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives**	60	3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter	3,542	Y	G	G	↔
	37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits	61	1,562 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits per quarter	1,562	Y	R	G	↑
	To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms	62	To deliver 66,666 specific safety messages across all social media platforms, per quarter.	66,666	Y	G	G	↑

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

OXFORDSHIRE FIRE & RESCUE SERVICE - continued

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	**6,000 more people alive as a result of our prevention, protection and emergency response activities**	63	250 more people alive as a result of our prevention, protection and emergency response activities per quarter	250	Y	G	G	↔
	When a fire occurs we aim to send the nearest fire engine in the quickest time possible	64	80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	G	G	↔
		65	95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	G	G	↔

CORPORATE SERVICES – PERFORMANCE DASHBOARD – Quarter 2 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	**Communities are encouraged to help themselves with support from the County Council, strengthening the role of individual citizens and communities**	65	OCC effectively uses a variety of mechanisms including active participation in the democratic system, being part of Town and Parish Councils, volunteering in their local community and receiving support from the providers of the Council's Voluntary & Community Sector Infrastructure Contract. Also through direct service delivery under the Oxfordshire Together programme.	-	N	G	G	↔

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