

# THRIVING COMMUNITIES FOR EVERYONE IN OXFORDSHIRE

## Oxfordshire County Council Corporate Plan 2018-2021

DRAFT: Version 4

## FOREWORD

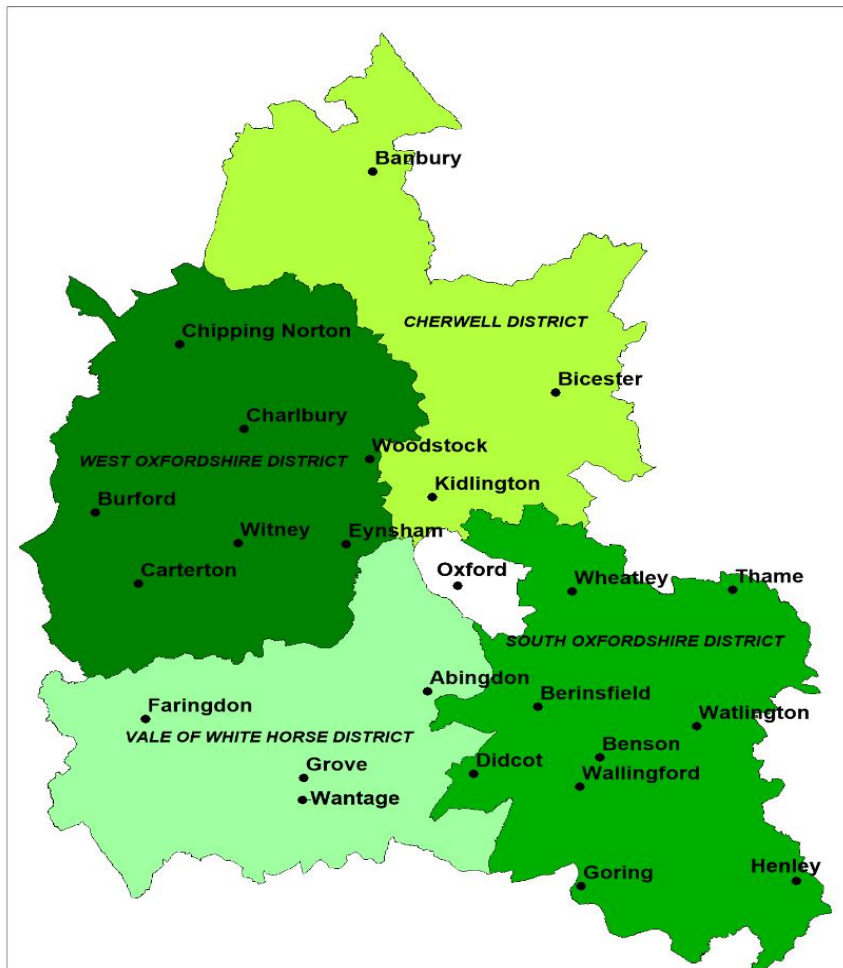
Space to introduce the document.

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# 1: ABOUT OXFORDSHIRE

Oxfordshire is a large rural county in **South East England** bordered by Northamptonshire, Buckinghamshire, Berkshire, Wiltshire, Gloucestershire and Warwickshire. It has the historic city of Oxford at its centre with a network of vibrant towns and villages surrounding it. The following outlines some key facts and points of interest about Oxfordshire.



## Our Natural Environment:



## Our Community:



## Our Economy:



## About Oxfordshire County Council

Oxfordshire County Council provides a wide range of services, including:

- Education
- Child protection
- Fostering and adoption
- Adult social services
- Education support
- Roads and transport
- Emergency Planning
- Waste disposal
- Planning for minerals, waste, highways and education
- Children's social services
- Fire and Rescue Services
- Public health
- Libraries
- Trading standards
- Countryside access
- Parking
- Registrar and coroner services

- We are responsible for spending 80% of local government funding in Oxfordshire with an annual budget of £778 million in 2018–19.
- Full [Council](#) is made up of 63 councillors. They are responsible for setting the democratic structure of the council as well as the constitutional and policy framework for the organisation.

- All key decisions are made by [Cabinet](#) members, meeting either jointly as the Cabinet or as individual Cabinet members with specific portfolios. The Cabinet is also responsible for preparing the budget and policies to propose to the full council. [Cabinet Advisory Groups](#) are formed where required to examine specific topics that align to corporate priorities.
- The council's [scrutiny](#) function involves non-Cabinet members who challenge the plans (including the Corporate Plan) and decisions of the Cabinet. Key areas of scrutiny include performance, education and health. These Committees review issues before decisions are made, call-in decisions after they are made, conduct policy development work for the cabinet and commission their own scrutiny reviews.
- Cabinet oversees the implementation of the Corporate Plan and [Performance Scrutiny](#) challenges the delivery and performance against this Plan.
- To ensure all of our decision-making and governance stays with the law and our constitution, we have a [Corporate Governance Framework](#) and Councillors work through the [Audit and Governance Committee](#) to approve and check adherence to this Framework. External organisations (such as Ofsted) formally review, inspect and regulate the services we provide.
- The council works extensively with partners in the public, private and voluntary sector to achieve the best outcomes for our residents.

## 2: VISION AND PRIORITIES

### THRIVING COMMUNITIES FOR EVERYONE IN OXFORDSHIRE

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



Our communities are ones of place and ones of interest including those based on age, life stage, race, religion or many other factors. Our approach to supporting thriving communities must be as diverse as they are. The county council cannot, on our own, ensure that every community thrives, but we have a significant role to play. Our councillors are important local advocates, connecting all the areas of Oxfordshire to meet the needs of residents. Together with local organisations thriving communities in Oxfordshire means building a sense of togetherness.



Thriving communities cannot happen without thriving people. We believe everyone deserves the best in life and it is important we continue to focus on sustaining and improving those services which can affect every person in Oxfordshire. We recognise that some people will need more help than others and we are here to support vulnerable people when they need us, particularly children, young people, older people and those with a disability.



A thriving economy gives everyone in Oxfordshire more opportunities; it creates jobs, housing, infrastructure, transport, skills and learning opportunities. These all help people thrive as individuals which then helps deliver thriving communities for everyone. We recognise our success but are not complacent about it. We need to ensure we have an economy that is strong and prosperous, to continue creating opportunities now and for future generations.

### 3: OUR VALUES

Our organisational values describe what is important to us as an organisation; our values underpin how we serve the people of Oxfordshire and how, as employees, we work and behave with each other. Our values should run through all our interactions with colleagues, service users, partners and the public. We ensure all our activities support equality, diversity, fairness and inclusion, both in our own workforce and the services we commission and deliver for local residents. In 2017 more than 1,000 employees contributed to a countywide discussion about our values and it was agreed that our organisational values are:

**We do the best we can for residents**

**This means.....**

We treat customers as we would like to be treated and help them to do as much for themselves as possible.

We use council resources efficiently and minimise costs where possible.

We take responsibility for our work and deliver good customer service.

We exploit technology/digital options.

**We work together in a supportive and honest way**

**This means.....**

We are open and transparent in our work.

We look for opportunities to collaborate across teams and with partners.

We share our expertise and resources.

We keep up-to-date with council priorities and the information needed to do our job well.

**We strive to find the best solutions**

**This means.....**

We are resourceful and creative in our approach to problems.

We learn from past projects and apply lessons to achieve better outcomes.

We make decisions based on what the evidence tells us will deliver the best outcome.

We take ownership to deliver our commitments.

**We are open to change and doing things differently**

**This means.....**

We ask for, and listen to, the ideas of others.

We look for opportunities to improve the customer experience and reduce duplication.

We make time to reflect, develop and look for opportunities to improve, taking ownership of our own performance and personal development.





We take risks in a managed way and challenge the way things have always been done.

## 4: CHALLENGES WE FACE

Oxfordshire has many positive attributes, which we celebrate but we also recognise the issues and challenges we face locally. Over recent years, we have risen to national economic challenges by creating and making the most of opportunities. As a result, between 2009 and 2015 our economy grew by over 30% in cash terms. This growth brings benefits and opportunities but also change, which presents challenges for our residents and in turn to us as we respond to the needs in our communities.

Issue	Change	Challenges for residents and communities	Challenges for us
Changes in society	<ul style="list-style-type: none"> <li>• Population is set to grow by 27% by 2030</li> <li>• People 85+ will increase by 92% by 2030</li> <li>• 55% of adult population are obese</li> <li>• Huge advances in technology</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing number of people who need the same services</li> <li>• People more likely to suffer with long-term health conditions</li> <li>• Not all children will get their first choice of school place</li> <li>• Some services people expect to access digitally are not yet available as such</li> </ul>	<ul style="list-style-type: none"> <li>• Providing services to more people with less funding</li> <li>• Providing services to more older people and those with multiple long-term health conditions and/or frailties</li> <li>• Ensuring there are enough school places for a growing population</li> <li>• Keeping pace with technological change</li> </ul>
Squeeze on public services as demand rises and funding falls	<ul style="list-style-type: none"> <li>• As people live longer, there is an increased need for adult social care</li> <li>• We have seen a 20% increase in referrals to children's social care in one year (2016/17)</li> <li>• Number of looked after children has increased by a third</li> <li>• The Council will have had a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20</li> </ul>	<ul style="list-style-type: none"> <li>• People may have to wait longer to get the services they need</li> <li>• Council services may not be available to the same groups of people as eligibility criteria changes</li> </ul>	<ul style="list-style-type: none"> <li>• Providing our most expensive services to an increasing number of people with a reduced level of funding</li> </ul>



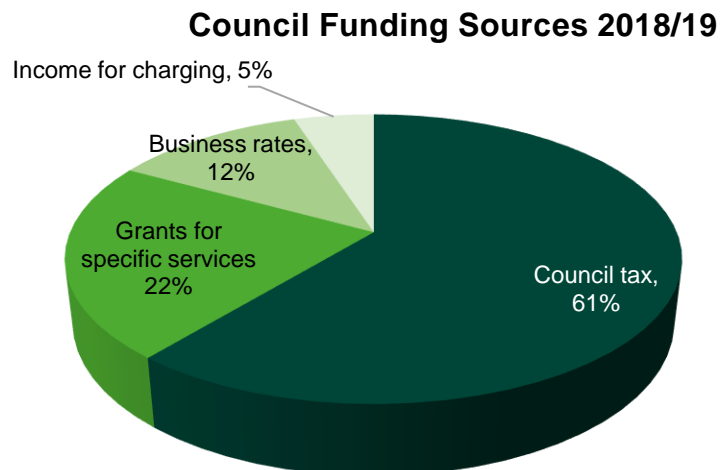
Issue	Change	Challenges for residents and communities	Challenges for us
Pressure on housing and infrastructure 	<ul style="list-style-type: none"> <li>• 678,000 residents who use our 2,994 miles of roads to access services</li> <li>• 82% of residents working within the county and rural nature means roads are essential for our economy</li> <li>• Oxford is the least affordable UK city for housing</li> <li>• £215 million of government funding agreed for housing and infrastructure</li> </ul> 	<ul style="list-style-type: none"> <li>• Roads deteriorate quickly</li> <li>• Works to repair or maintain roads cause disruption</li> <li>• Roads are congested</li> <li>• House prices and rents are high</li> <li>• There is a shortage of social housing</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining an extensive and high-demand road network with reduced public funds</li> <li>• We have major challenges recruiting to all health and social care roles</li> <li>• With more growth planned, we need infrastructure to support our businesses, communities and residents</li> </ul>
Ensuring equal opportunities for everyone 	<ul style="list-style-type: none"> <li>• Despite overall wealth; 15 local areas are in the top 20% most deprived in the country</li> <li>• 14,000 children in Oxfordshire are affected by income deprivation</li> <li>• We are the most rural county in the south east</li> </ul> 	<ul style="list-style-type: none"> <li>• Residents in some areas are more likely to have poorer health outcomes and fewer job opportunities</li> <li>• Services are difficult to access and may increase loneliness and isolation</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring services can support residents who need it most, whilst also meeting the needs of everyone</li> <li>• Providing services to people in rural areas, balanced against reducing funding</li> </ul>

### Managing future change

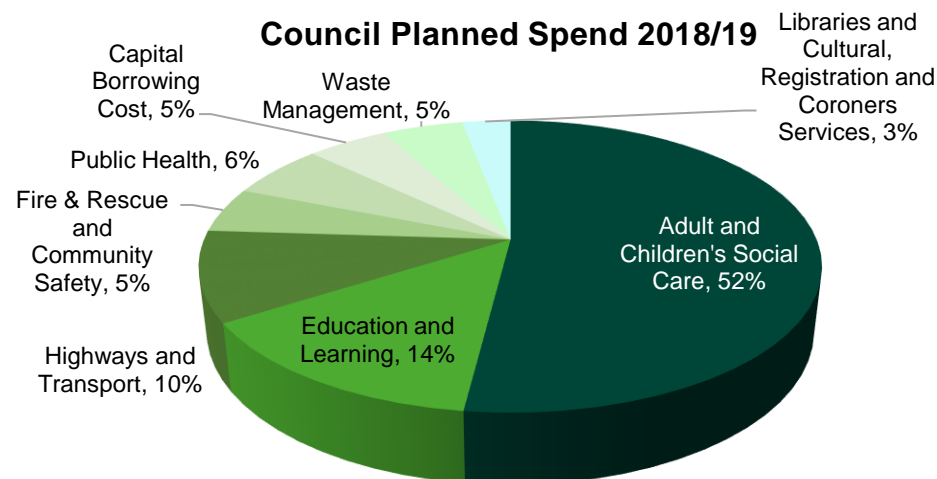
In addition to the issue we have identified above, we know that many other issues will present us with challenges that change the way we work and how our communities need us. For example, withdrawal from the EU is likely to have significant implications for all public services and our residents but the challenges and opportunities are not yet clear. We continuously look at international influences, national policy and available opportunities to improve the way we work, make necessary changes and keep our services fit for purpose in a fast-paced world.

## 5: FINANCIAL OVERVIEW

The main sources of the council's funding are locally raised council tax (61%), government grants to be used for specific services (22%) and locally raised business rates (12%). We also charge a fee for some services which creates income (5% of funding sources).



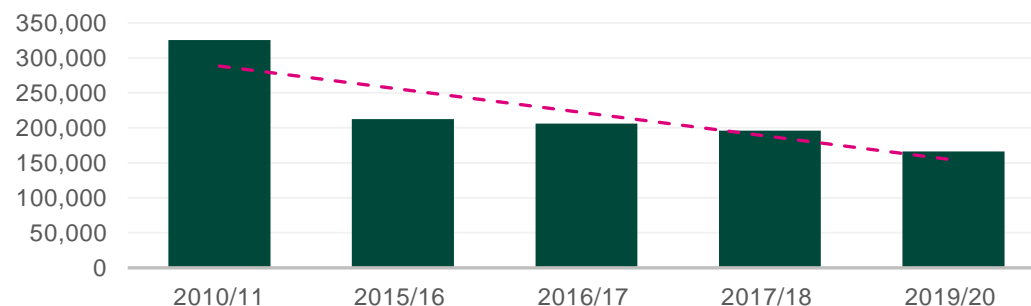
For 2018/19 the council has set an overall budget of £778.1 million. The figures below show broadly how the planned spend of £562.6 million on services (excluding expenditure of £215.5 million on schools) in 2018/19 is divided up:



In recent years, government grant into the Council has reduced significantly. In Oxfordshire, this will result in a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20.

In addition, as demand for statutory social care services has continued to rise, this has resulted in increased pressure on budgets and a need to deliver significant savings. By the start of the year 2017/18, savings had been made of £350m per year compared with our spending in 2010. We needed to save 40% of this because of the reduced government grant and 60% because we needed to meet the rise in demand for statutory services. We expect to continue to need to find savings as demand for our services rise.

**Reduction in Government Grant  
2010/11 to 2019/20  
= £167m or 49%**



# 6: STRATEGIC DIRECTION

## Thriving communities for everyone in Oxfordshire

Thriving Communities, Thriving People, Thriving Economy

### Our Priorities

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

#### Thriving communities

- We help people live safe, healthy lives and play an active part in their community.
- We provide services that enhance the quality of life in our communities, and protect the local environment.

#### Thriving People

- We strive to give every child a good start in life, and protect everyone from abuse and neglect
- We enable older and disabled people to live independently and care for those in greatest need

#### Thriving Economy

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

### Our Key Outcomes

- Residents feel engaged with OCC
- Our services are high quality and deliver value for money
- The use of our assets is maximised

- People are helped to live safe and healthy lives
- People play an active part in their communities
- Our quality of life in Oxfordshire is enhanced
- Our local environment is protected

- Children are given a good start in life
- Children achieve their potential
- People are supported to live independently
- People feel able to live independently

- Strong investment and infrastructure is secured
- Local businesses grow and provide employment

### Our Organisational Values

**We do the best we can for residents. We...**

*Work together in a supportive way*

*Strive to find the best solutions*

*Are open to change and doing things differently*

### Our Organisational Building Blocks

#### Customer Offering

- Residents are experts in their own lives
- We hold a single record for each customer and generate a better understanding of needs
- *Councillors & staff help people and communities to support themselves*

- Processes are designed around the user and their experience
- Self-service is enabled at every opportunity
- *There is a clear and open approach to how we manage and scrutinise what we do, including through Councillors.*

#### Processes

- Systems, applications, and infrastructure are designed around Council vision and priorities, business and customer need
- Technology is always an enabler, not a hindrance

#### Technology

#### Organisational Structure

- There are clear and consistent roles and expectations for *Councillors & staff* across the organisation
- Responsibilities are devolved to the most appropriate level - in the council and in the community
- Strategic and common functions are consolidated
- We ensure flexibility in local delivery

#### Knowledge

- Decisions are informed by business intelligence, evidence and analytics
- We understand community needs and priorities, and gather intelligence from Councillors
- *We take consideration of both commercial and community benefits in decision-making.*

#### People

- Everyone is empowered to develop creative and innovative solutions
- *Partnership working achieves the best possible outcomes and utilises resources effectively*
- *Our workforce is representative of our population*
- *Councillors act as community leaders*

#### Performance Management

- There is a clear and consistent performance management framework
- We focus on what matters most, from corporate outcomes to individual performance
- There is *effective scrutiny and challenge from Councillors*

## 7: DELIVERING OUR VISION

Oxfordshire County Council puts residents at the heart of everything we do. We exist to serve our residents and communities; they both use and pay (directly or indirectly) for the services we deliver. Our communities are ones of place, but also of interest where people feel a sense of belonging. Our approach to supporting thriving communities must be as diverse as they are. We must listen to councillors, residents and our communities to develop approaches and respond to local issues; in this way we will be providing the value for money our residents expect. It is important we seek to improve what we do and how we do it, embracing new opportunities and ways of working along the way so that we can demonstrate we deliver good services that make best use of public resources.

The following outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to our supporting priority.

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

#### Where are we now?

- Our 63 Councillors are the visible and active representatives of their local communities.
- 89% of people in our residents' survey say they are satisfied with Oxfordshire as a place to live, work and raise a family
- Most of our staff contact with residents is through our front line services but also we engage residents, communities and partners online through our website or social media channels like [Facebook](#) and [Twitter](#).
- A new forum has been established to reach out to all children and young people in Oxfordshire called [VOXY](#) (Voice of Oxfordshire Youth).
- Our Adult Social Care user survey of 2017 showed that 90% of people are satisfied or very satisfied with what we do.
- We have a good track record of delivering value for money and have made £350 million of savings in the last seven years.

#### Where do we want to be?

We want our residents to work as our partners in the design, purchase and delivery all of our front-line services so our services are shaped by those that use them. We want to use a variety ways of talking to and listening to our residents to understand what matters most to people. We want our communities to see us as open and transparent; to give the confidence that we will respond to their needs and desires. In experiencing our services, we want residents to feel and know that they are getting good value for the pounds we spend.

## How will we get there?

### Keep delivering on:

- Engaging with residents seeking feedback to shape services. This includes both children and young people and co-production with adults.
- Working through our councillors to engage with local issues (including Locality working).
- Using digital technology to deliver services where appropriate.
- Driving efficiency in all our services to achieve value for money.

### Focus attention on:

- Undertaking a complete review of the Council's delivery model to ensure that the organisation is 'Fit for the Future'.
- Improving the way we respond to community priorities by reviewing how we organise councillor-led Locality Meetings.
- Implementing our new Equalities Policy to improve equality of opportunity and good relations between people and communities.
- Undertaking a digital review of communications intended to create more engaging content for our communities.
- Bringing big changes to the way the council conducts its business so we can deliver a seamless, customer experience and use technology to give residents more opportunities to access our services digitally.
- Working with partners to plan and tackle our workforce challenges.
- Promoting and support the involvement of vulnerable children and young pupils and those with Special Educational Needs and Disabilities in the decisions that affect their lives and the services they receive.
- Looking for opportunities to design, purchase and deliver adult social care in partnership with those it serves.
- Using £210,000 of Government funding to join-up with partners to make better use of public buildings and land.
- Publishing 'Market Position Statements' to improve competition and value for money for the social care services we want to purchase.

## How will we know we are making a difference?

### **Residents feel engaged with OCC**

- Prevalence of services developed in co-production
- Number and value of opportunities for public engagement
- Rates of customer satisfaction

### **Our services improve and deliver value for money**

- Value for money through effective use of resources
- Improvement following external inspection or audit

### **The use of our assets is maximised**

- Progress with the One Public Estate Programme
- Improved delivery of our Capital Programme
- Return on investment in change
- Levels of compliance

## THRIVING COMMUNITIES

For thriving communities to become a reality, every resident needs to be safe, healthy and feel they can play a part in their community. The following outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving communities.

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

#### Where are we now?

- Life expectancy in Oxfordshire is increasing and for most health indicators, Oxfordshire is statistically better than the national average.
- We have below average numbers of people overweight but an estimated 55% of people aged 16 or over in Oxfordshire are classified as overweight or obese.
- We work to keep people safe through our Fire & Rescue Service and with a wide range of partners to safeguard children and adults.
- Over 4000 charities and community groups in the county work with volunteers.
- Public funding has reduced so the council had shifted its focus to enable communities to take more ownership of local priorities.

#### Where do we want to be?

We want Oxfordshire to be a place where everyone feels safe and healthy enough to play an active part in the community they choose, whether these be communities of place or of interest. We want it to be a county where communities are supported to step into new roles in delivering local services.

## How will we get there?

### Keep delivering on:

- Encouraging and supporting parish councils, voluntary and community groups and volunteers to support delivery of services.
- Commissioning health visitors and support for families with young children.
- Promoting healthy lives through our public health campaigns and initiatives (for example Health Checks).
- Supporting people to tackle health and lifestyle challenges (for example quitting smoking and tackling alcohol dependency).
- Helping people to stay safe and well in their homes. For example, through our Safe and Well visits, Trading Standards activity and safeguarding children and adults.
- Maintaining safe highways.

### Focus attention on:

- Developing a '*Working Locally Strategy*', to give greater focus to our communities in the way we engage, make decisions and deliver services.
- Reviewing our local safeguarding arrangements in the light of new legislation and guidance (Children and Social Work Act 2017 and new 'Working Together' arrangements).
- Ensuring our services work together to provide better support for people at key points of change; such as transition from children's to adults' services or leaving hospital to return home
- Focusing on providing safer walking and cycling facilities, including updating the council's Active & Healthy Travel Strategy and employing a dedicated Active Travel Officer.
- Focusing our public health campaigns on better take up of the 'NHS Health Checks' programme which offers adults a cardiovascular 'MOT'.
- Completing the changes made to daytime opportunities for our users of Adult Social Care services.
- Reviewing our museum service to ensure it can reach as many people as possible now and in the future.
- Extending the '*Oxfordshire Together*' initiative that works to give local parishes and voluntary organisations greater control over services.
- Working with our partners through the Safer Oxfordshire Partnership to tackle crime, anti-social behaviour and domestic abuse.
- Conducting 'Community Asset Reviews' to help ensure public buildings and land are used to best support local communities.

## How will we know we are making a difference?

### **People are helped to live safe and healthy lives**

- Number of people helped to live safe & well
- Emergency response times
- Prevalence of healthy lifestyles
- Numbers of people receiving support for drug or alcohol dependency
- Proportion of people walking & cycling

### **People play an active part in their communities**

- Rates of volunteering
- Prevalence of services provided by communities

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

### Where are we now?

- 58% of waste is recycled in Oxfordshire. We are one of the highest performing local authority areas in England for recycling and waste management.
- We have worked with our partners to support two 'Healthy New Town Programmes' in Bicester and Barton.
- Despite a reduction in funding, Oxfordshire still has a full library network which meets the needs of the places and people they serve.
- Due to a reduction in funding, our road network is in need of investment.
- Air quality across the county is addressed in a Local Transport Plan for 2015-2030 (LTP4) with an Air Quality Action Plan in place across Oxford to address issues within the city.

### Where do we want to be?

We want Oxfordshire to be the envy of England for its quality of life, with our rich rural and natural landscapes providing the ideal backdrop to a connected county. We want every resident to be connected to high quality digital services, and our communities to move around with ease on our roads, footpaths and cycle routes. We want our communities to have the spaces they need to bring people together and to have a good quality environment that is protected for them and future generations thanks to innovative thinking and next-generation technology.



## How will we get there?

### Keep delivering on:

- Providing library, cultural, museum and music services.
- Promoting and encouraging people to be more active, including when they make travel choices and through the design of new developments.
- Planning and managing emergency situations for all of our residents (e.g. flooding events).
- Delivering local highways and cycleways maintenance.
- Supporting and protecting the local environment (for example work on Areas of Outstanding Natural Beauty, air quality and flood alleviation).

### Focus attention on:

- Working with our partners to improve the sustainable and affordable housing options for young people.
- Working with partners to finalise the designing of the flood alleviation scheme and, subject to approvals, commence construction in winter 2018.
- Seeking funding and investing in new infrastructure.
- Improving maintenance and repair of our highways infrastructure through a programme of investment.
- Ensuring our Travel Plan Team becomes self-financing to monitor developer Travel Plans.
- Bringing the 'Energy Bureau' service back into the council from another company to help residents, organisations and the council reduce energy consumption.
- Using a £40,000 grant from Government to develop a renewable energy strategy for Oxfordshire.
- Introducing new techniques to ensure wildlife gets more consideration in the planning process.
- Focusing on how our natural environment can provide benefits to Oxfordshire residents

## How will we know we are making a difference?

### **Our quality of life in Oxfordshire is enhanced**

- Condition of highways
- Funding secured through planning obligations
- Levels of public / community transport use
- Rates of access to cultural services

### **Our local environment is protected**

- Levels of carbon emissions
- Levels of energy use
- Air quality
- Proportion of household waste re-used, recycled or composted

## THRIVING PEOPLE

Individuals collectively make up a community, so thriving communities cannot happen without thriving people. The following outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving people.

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

### Where are we now?

- Over 90% of primary children are allocated their first choice of school but we know there are pressures on school places for the future.
- Since 2010 the number of children in Oxfordshire who are the subject of a child protection plan has more than doubled.
- Children who are formally 'looked after' has increased by a third since 2010.
- In 2016/17, we saw a 20% increase in referrals to children's social care and an 18% increase in child protection investigations.
- We meet the national standard for completing a new Education Health and Care Plans (EHP) for children with Special Educational Needs and Disability within 20 weeks, 37% of the time (2017). A Plan is in place to improve this.
- We have been working with more than 1500 troubled families in the county to help turn their lives around.

### Where do we want to be?

We believe everyone deserves the best start in life and this means children and young people should experience a safe and supportive home and school life. If we get it right in the early days, our children and young people will have positive experiences and grow into thriving adults. To give everyone the same chances in life, we need to give early and timely support to anyone with additional needs as well as those experiencing domestic abuse, mental health, drug and alcohol issues. We will do this by making sure we work with communities, families and partners to keep people safe from abuse and neglect.

## How will we get there?

### Keep delivering on:

- Support for children and their families from birth.
- Education services for all children and for those with additional support needs (for example those with Special Educational Needs and disabilities).
- Children's Social Care services, including Child Protection, Looked After Children, adoption and fostering.
- Promoting and supporting child health campaigns and initiatives.
- Protection and safeguarding of those transitioning between children's and adults' services.

### Focus attention on:

- Focusing on ensuring that new mothers have a mood review by the time their baby is 8 weeks old and that young children have health reviews at their new birth visit, 6-8 weeks old, 12 months and 2-2.5 years.
- Focusing on increasing school attendance with an aim of improving attainment levels; particularly for children with Special Educational Needs and Disabilities, those attending special schools and those eligible for free school meals.
- Helping families as early as we can; providing solutions which make the biggest difference to problems in a way that least intrudes on families.
- Safely reduce the number of looked after children; providing support to enable families to care.
- Improving the confidence and capability of the whole children's workforce when working with families experiencing domestic abuse, parental mental health and drugs and alcohol issues.
- Working with partners to implement a new school nurse programme.
- Developing a new offer for care leavers by working with the Oxfordshire Care Leavers' Association.
- Developing a partnership approach to improving health and educational outcomes for all young people.
- Increasing safeguarding training for staff on how to work with others to reduce domestic abuse.
- Working with partners to reduce the impact of substance misuse, bullying, domestic violence and abuse within teenage relationships.
- Joining-up adult and children safeguarding activity around domestic abuse.

## How will we know we are making a difference?

### **Children are given a good start in life**

- Prevalence of healthy children
- Numbers of looked after children
- Numbers of children's social care assessments
- Number of children the subject of protection plans
- Number of children's cases held by permanent staff

### **Children are able to achieve their potential**

- Percentage of children with a place at their first-choice school
- Percentage of children at a good quality school
- Rates of school attendance
- Levels of school attainment

**Where are we now?**

- The number of residents who are 85 years and over, is increasing; 47% over the 15 years to 2015. This age group is predicted to rise over the next 15 years by 92%.
- There has been an increase in the number and proportion of people using long-term care who are supported at home: from 58% of clients in 2012 to 71% in 2016.
- We are 'Making Every Contact Count' by using our front line staff to provide advice which enables people to stay well into older age and therefore to live independently.
- We are increasingly working with services users to design and purchase services.
- We have challenges with our workforce and provider workforce due to the competition for staff from the private sector and the relatively high cost of living in Oxfordshire
- We are working with partners to use €4m of EU funding to develop mobility innovation within neighbourhoods of Barton and Blackbird Leys.

**Where do we want to be?**

We want to maximise the independence of everyone in Oxfordshire; ensuring our residents live as independently, safely and successfully as possible, for as long as possible. Where people need support, we want to give them the best experience of care services in the country to support them: in the right place, at the right time wherever they live in the county. We want these services centred on the individual and their family or carers (including young carers), working with the inherent strengths of people, families, groups and organisations. We want all users to be highly satisfied with our services.

## How will we get there?

### Keep delivering on:

- Adult Social Care Services.
- Campaigns to keep older people healthy, active and well.
- Ensuring the quality and sustainability of care providers.
- Working with partners to improve people's experience of health and social care services.

### Focus attention on:

- Reviewing the way we organise our local delivery of Adult Social Care to ensure we can better meet the needs of those in greatest need.
- Reviewing our 'Telecare service' to ensure we are using the best technology to support people to live well at home.
- Introducing more intelligent technology to help us map and then maximise our home care and support.
- Improving links and partnerships with health and voluntary organisations to help identify adults at risk and those in rural areas who need our services.
- Expanding the offer of 'Direct Payments' to allow more people to choose how their care is provided and by whom.
- Providing more information to residents to help raise awareness of how to tackle scams and doorstep crime.

## How will we know we are making a difference?

### **Care services support independent living**

- Number of home care hours purchased
- Number of appropriate safeguarding enquiries
- Numbers of people delayed leaving hospital awaiting social care
- Number of people with control over their care
- Proportion of older people supported in the community

### **Homes and places support independent living**

- Percentage of people who report feeling safe and well
- Percentage of people living in safe & suitable housing

## THRIVING ECONOMY

The following outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving economy.

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

### Where are we now?

- The county's economy generates £21.9bn of output per year from 400,000 jobs and more than 30,000 businesses.
- The Oxfordshire 'Housing and Growth Deal', will provide £60m for affordable housing and £150m for infrastructure improvements, including road and rail.
- The Oxfordshire Strategic Housing Market Assessment sets out a need for 100,000 new homes between 2011 and 2031 (of which 11,000 have been built to date). Our forecasting suggests this will result in a 27% increase in the population by 2031.
- The Centre for Cities ranks Oxford as the least affordable UK city for housing. In Oxford city, social rents in 2015 were 18% above the national average.
- We are working with partners to use £8.6 million of funding to develop innovation in fully autonomous vehicles.

### Where do we want to be?

We want Oxfordshire to continue to be a vibrant, sustainable, connected, inclusive, world-leading economy, driven by innovation, enterprise and research excellence. We want it to be a place where ambitious businesses and people thrive, where young people choose to build their careers and contribute to the vibrancy of Oxfordshire's communities. We recognise our success but also the need to ensure we have an economy that is strong and prosperous, now and for future generations.

## How will we get there?

### Keep delivering on:

- Securing investment in housing and infrastructure to support the economy.
- Working in partnership to support development of skills, business and employment.
- Delivering strategic infrastructure, including housing, highways and transport programmes.
- Supporting sustainable economic growth.

### Focus attention on:

- Joining forces with partners on the Growth Board to develop a clear delivery plan for how £215 million of Government funding will be used to deliver new housing and infrastructure.
- Working with partners to implement '*Connecting Oxfordshire*', which will introduce enhancements to road capacity on strategic roads which suffer from congestion and delays.
- Continuing to work with local partners to make a strong case to Government for funding of key infrastructure and services in Oxfordshire.
- Setting up a joint 'Spatial Plan Delivery Team' with our district council colleagues to produce a spatial plan to join up all planning activity for Oxfordshire as a whole.
- Ensuring that new developments are underpinned by infrastructure that supports future residents' health and wellbeing (e.g. having access to green spaces and active travel opportunities)
- Continuing to develop a balanced approach to workplace and congestion charging that tackles congestion and air quality whilst offering alternative travel options.
- Understanding the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.

## How will we know we are making a difference?

### **Strong investment and infrastructure are secured**

- Level of investment attracted
- Number of new homes
- Levels of disruption to journeys by congestion or roadworks
- Level of transport connectivity
- Level of access to online and digital services

### **Local businesses grow and provide employment**

- Numbers of business start-ups
- Employment rates
- Job growth in key sectors/locations
- Numbers of apprenticeships
- Levels of workforce retention, progression and development





## APPENDICIES

## APPENDIX A: OXFORDSHIRE KEY OUTCOMES

<p><b>We listen to residents so we can continuously improve our services and provide value for money</b></p> <p><b>Residents feel engaged with OCC</b></p> <ul style="list-style-type: none"> <li>• Prevalence of services developed through co-production</li> <li>• Number and value of opportunities for public engagement</li> <li>• Rates of customer satisfaction</li> </ul> <p><b>Our services improve and deliver value for money</b></p> <ul style="list-style-type: none"> <li>• Value for money through effective use of resources</li> <li>• Improvement following external inspection or audit</li> </ul> <p><b>The use of our assets is maximised</b></p> <ul style="list-style-type: none"> <li>• Progress with the One Public Estate Programme</li> <li>• Improved delivery of our Capital Programme</li> <li>• Return on investment in change</li> <li>• Levels of compliance</li> </ul>	<p><b>We help people live safe and healthy lives and play an active part in their community</b></p> <p><b>People are helped to live safe and healthy lives</b></p> <ul style="list-style-type: none"> <li>• Number of people helped to live safe &amp; well</li> <li>• Emergency response times</li> <li>• Prevalence of healthy lifestyles</li> <li>• Numbers of people receiving support for drug or alcohol dependency</li> <li>• Proportion of people walking &amp; cycling</li> </ul> <p><b>People play an active part in their communities</b></p> <ul style="list-style-type: none"> <li>• Rates of volunteering</li> <li>• Prevalence of services provided by communities</li> </ul>	<p><b>We provide services that enhance the quality of life and protect the local environment</b></p> <p><b>Our quality of life in Oxfordshire is enhanced</b></p> <ul style="list-style-type: none"> <li>• Condition of highways</li> <li>• Funding secured through planning obligations</li> <li>• Levels of public transport use</li> <li>• Rates of access to cultural services</li> </ul> <p><b>Our local environment is protected</b></p> <ul style="list-style-type: none"> <li>• Levels of carbon emissions</li> <li>• Levels of energy use</li> <li>• Air quality</li> <li>• Proportion of household waste re-used, recycled or composted</li> </ul>
<p><b>We strive to give every child a good start in life and protect everyone from neglect</b></p> <p><b>Children are given a good start in life</b></p> <ul style="list-style-type: none"> <li>• Prevalence of healthy children</li> <li>• Numbers of looked after children</li> <li>• Numbers of children's social care assessments</li> <li>• Number of children the subject of protection plans</li> <li>• Number of children's cases held by permanent staff</li> </ul> <p><b>Children are able to achieve their potential</b></p> <ul style="list-style-type: none"> <li>• Percentage of children with a place at their first preference school</li> <li>• Percentage of children at a good quality school</li> <li>• Rates of school attendance</li> <li>• Levels of educational attainment</li> </ul>	<p><b>We enable older and disabled people to live independently and care for those in greatest need</b></p> <p><b>Care services support independent living</b></p> <ul style="list-style-type: none"> <li>• Number of home care hours purchased</li> <li>• Number of appropriate safeguarding enquiries</li> <li>• Numbers of people delayed leaving hospital awaiting social care</li> <li>• Number of people with control over their care</li> <li>• Proportion of older people supported in the community</li> </ul> <p><b>Homes and places support independent living</b></p> <ul style="list-style-type: none"> <li>• Percentage of people who report feeling safe and well</li> <li>• Percentage of people living in safe and suitable housing</li> </ul>	<p><b>We support a thriving local economy by improving transport links to create jobs and homes for the future</b></p> <p><b>Strong investment and infrastructure are secured</b></p> <ul style="list-style-type: none"> <li>• Level of investment attracted</li> <li>• Number of new homes</li> <li>• Levels of disruption to journeys by congestion or roadworks</li> <li>• Level of transport connectivity</li> <li>• Level of access to online and digital services</li> </ul> <p><b>Local businesses grow and provide employment</b></p> <ul style="list-style-type: none"> <li>• Numbers of business start-ups</li> <li>• Employment rates</li> <li>• Job growth in key sectors/locations</li> <li>• Numbers of apprenticeships</li> <li>• Levels of workforce retention and development</li> </ul>

## **APPENDIX B: FURTHER INFORMATION**

The targets and performance measures outlined throughout this corporate plan are open to scrutiny and engagement through a number of public documents and bodies. The following links provide further evidence and the information which sits behind this Plan:

1. The [Joint Strategic Needs Assessment \(JSNA\)](#) provides information about Oxford shire's population and the factors affecting health, wellbeing, and social care needs,
2. The [Equality Policy 2018-2022](#) sets out how the council is approaching its responsibilities for ensuring that all residents in Oxfordshire have fair access to services and equal life chances.
3. Information about the way the [Council spends its budget](#) and how Council Tax is calculated can be found on our website.
4. The [Medium Term Financial Plan](#) provides an overview of the council's planned expenditure and funding and financial strategy.
5. The [Annual Statement of Accounts](#) presents the financial position of the county council. It contains a Narrative Report which complements the finance data by explaining how the council was funded during the year, the services that were delivered, and the outcomes we achieved.
6. [Performance Scrutiny](#) challenges the delivery and performance against this Plan. We also publish [quarterly performance reports](#) on our website which provide information on the council's performance against our Corporate Plan priorities.
7. The [Growth Board](#), is a joint committee of the six councils of Oxfordshire together with key strategic partners. It has been set up to facilitate and enable joint working on economic development, strategic planning and growth.
8. The [Oxfordshire Strategic Housing Market Assessment](#) (SHMA) was published in 2014, to understand how many and the types of homes needed by 2031.
9. The [Oxfordshire Infrastructure Strategy](#) (OxIS) looks at the scale of the infrastructure challenges in Oxfordshire.
10. [Connecting Oxfordshire](#), is our Local Transport Plan (LTP4) that sets out our policy and strategy for developing the transport system in Oxfordshire to 2031.