



Notice of a Meeting

Performance Scrutiny Committee Thursday, 14 May 2015 at 10.00 am County Hall

Membership

Chairman Councillor Liz Brighthouse OBE
Deputy Chairman - Councillor Neil Fawcett

<i>Councillors:</i>	Lynda Atkins	Yvonne Constance OBE	Steve Harrod
	John Christie	Janet Godden	Stewart Lilly
	Sam Coates	Mark Gray	Charles Mathew

Notes: ***Date of next meeting: 25 June 2015***

What does this Committee review or scrutinise?

- The performance of the Council and to provide a focused review of:
 - Corporate performance and directorate performance and financial reporting
 - Budget scrutiny
- the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners;
- through call-in, the reconsideration of decisions made but not yet implemented by or on behalf of the Cabinet;
- queries or issues of concern that may occur over decisions being taken in relation to adult social care;
- the Council's scrutiny responsibilities under the Crime and Justice Act 2006.

How can I have my say?

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am on the working day before the date of the meeting.**

For more information about this Committee please contact:

Chairman	-	Councillor Liz Brighthouse E.Mail: liz.brighthouse@oxfordshire.gov.uk
Policy & Performance Officer	-	Eira Hale, Lead Analyst, Tel: (01865) 323969 Email: eira.hale@oxfordshire.gov.uk
Committee Officer	-	Sue Whitehead, Tel: (01865) 810262 sue.whitehead@oxfordshire.gov.uk

Peter G. Clark
County Solicitor

May 2015

About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 630,000 residents. These include:

schools	social & health care	libraries and museums
the fire service	roads	trading standards
land use	transport planning	waste management

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 10 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

What does this Committee do?

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

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

A hearing loop is available at County Hall.

AGENDA

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

To approve the minutes of the meeting held on 26 March 2015 (**PSC3**) and to receive information arising from them.

- 4. Petitions and Public Address**
- 5. Thames Valley Police & Crime Commissioner - Police & Crime Plan 2013-17 & Annual Report 2014-15 (Pages 7 - 28)**

1010

Mr Anthony Stansfeld will provide an update on the Police & Crime Plan for 2013-17 as will be outlined in the Police and Crime Commissioner's Annual Report when it is available later this year. Mr Anthony Stansfeld will take questions following item 6.

- 6. Thames Valley Police - Delivery Plan (Pages 29 - 42)**

1055

Chief Constable Francis Habgood will make a presentation outlining the performance of Thames Valley Police against the Delivery Plan for 2014-15 and will introduce the Delivery Plan for 2015-16.

- 7. Oxfordshire Thriving Families (Pages 43 - 50)**

1140

This item will be presented by Deputy Director, Lucy Butler, together with Jackie Wilderspin, Strategic Lead for the Thriving Families Programme and Tan Lea, Operational Lead for the Thriving Families Programme. They will provide an outline of the achievements and outcomes of Phase 1 of the Thriving Families programme in Oxfordshire which ran from 2012-2015. The item will also include an overview of the outcomes plan for this Phase 2 of work and an update on recent progress.

8. **Scrutiny Annual Report (Pages 51 - 72)**

1210

Head of Policy, Maggie Scott, will present the Scrutiny Annual Report 2014 15. The Performance Scrutiny Committee is invited to discuss and support the Scrutiny Annual Report, and offer any comments to Council when it considers the report on 19 May.

Close of meeting: 1240

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on (01865) 815270 or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 26 March 2015 commencing at 10.00 am and finishing at 1.13 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair

Councillor Neil Fawcett (Deputy Chairman)

Councillor Lynda Atkins

Councillor John Christie

Councillor Sam Coates

Councillor Yvonne Constance OBE

Councillor Janet Godden

Councillor Steve Harrod

Councillor Stewart Lilly

Other Members in Attendance: Councillor Nick Carter (for Agenda Item 8)

By Invitation:

Officers:

Whole of meeting Eira Hale, Sue Whitehead (Chief Executive's Office)

Part of meeting

Agenda Item

Officer Attending

5 Maggie Scott Head of Policy, Sue Scane, Director Of Environment & Economy; Mark Kemp, Deputy Director, Commercial

6 Lucy Butler, Deputy Director – Children's Social Care; Hannah Farncombe, Interim Head of Service – Safeguarding

7 Lucy Butler, Deputy Director – Children's Social Care

8 Sue Scane, Director for Environment & Economy, Mark Kemp, Deputy Director, Commercial, Adrian Rowlands, Service Manager Property & Procurement

The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting [, together with a schedule of addenda tabled at the meeting/the following additional documents:] and agreed as set out below. Copies of the agenda and reports [agenda, reports and schedule/additional documents] are attached to the signed Minutes.

8/15 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillors Mark Gray and Charles Mathew.

9/15 MINUTES

(Agenda No. 3)

The minutes of the meeting held on 8 January 2015 were approved and signed.

10/15 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

Councillor Pressel, spoke to Item 6, The Council's Response to the Findings of the Serious Case Review of Children A-F and Further Action Taken in Response to Child Sexual Exploitation in Oxfordshire. She commented that the role of councillors was hardly mentioned in the SCR and suggested that it was important that there was a review. She added that there were insufficient attempts to involve councillors and going forward they needed a much more public role. Scrutiny needed to be more robust and it was essential that it be chaired by an opposition councillor.

She welcomed the role of the Performance Scrutiny Committee in monitoring the work of the Missing Children panel but suggested that reports be 6 monthly rather than yearly.

She called for a report on the county council's work with schools, including on self-esteem and consent and further asked that an independent inquiry be held.

11/15 BUSINESS MANAGEMENT MONITORING REPORT FOR THE THIRD QUARTER 2014/15

(Agenda No. 5)

Head of Policy, Maggie Scott presented a report outlining the Council's performance for the third quarter of 2014/15. Director for Environment & Economy. Sue Scane, Director for Environment & Economy (E&E) attended to allow for a focused performance discussion on key areas of concern.

The main discussion on E&E was around the performance of Section 106 monies where the following points were made.

- 1) Members were not assured that the directorate had sufficiently transparent and effective processes in place to monitor the collection and use of S106 monies.
- 2) Their main concern being to ensure that OCC make best use of all S106 negotiations and then that all agreed money is both collected and spent appropriately.

Sue Scane agreed to consider a greater locality focus within the management of S106 and to look at the availability of information at a parish level.

The Committee called for, and the directorate agreed to provide, a detailed S106 report to a future meeting (June). The paper will focus on providing an understanding of the central process, assurance that the process is effective and transparently reported, outlining the communication channels for members regarding S106.

There was also brief discussion around the success of the Broadband project and around the number of apprenticeships that are being offered through OCC, Skanska and Carillion.

On other matters the Committee raised concerns about the performance around the timeliness of visits and reviews for looked after children and children on child protection plans. It was AGREED that this be considered in more detail when Children, Education & Families is the focus of the meeting. In the meantime the it was AGREED that a briefing be provided for committee members to outline the investigation, and the outcomes of those investigations, that take place when visits/reviews are late.

There was also a brief discussion around educational attainment and the gap in attainment that opens significantly between KS2 and KS4. The Committee AGREED to refer this matter to the Education Scrutiny Committee for further scrutiny.

Finally the Committee raised concern over the increased waiting time for adult social care assessments and what happens to people waiting, in terms of intermediate care provision. It was AGREED that a briefing note be provided to committee members to answer this question.

Performance Scrutiny Committee:

- (a) noted the performance reported in the dashboards and agreed to make comments to Cabinet as set out above;
- (b) agreed the additional actions set out in the preamble above.

12/15 THE COUNCIL'S RESPONSE TO THE FINDINGS OF THE SERIOUS CASE REVIEW OF CHILDREN A-F AND FURTHER ACTION TAKEN IN RESPONSE TO CHILD SEXUAL EXPLOITATION IN OXFORDSHIRE

(Agenda No. 6)

Interim Head of Service – Safeguarding, Hannah Farncombe and Deputy Director – Children’s Social Care, Lucy Butler presented a report, which set out the council's response to the findings in the serious case review, which have been accepted in full, and also provided a summary of the action that the council has taken since 2010 when Operation Bullfinch was launched.

During discussion the following points were made:

- 1) Referring to paragraph 54 and the Need to Know report concern was expressed that this was to be shared with only the Lead Member. It was suggested that this was a heavy burden for one councillor and it would be better for there to be some support from other councillors.
- 2) The importance of all councillors understanding much more about the issues, particularly around the understanding of consent. Councillor Constance as

Chairman of the Joint Health Overview & Scrutiny Committee would take up issues around sexual consent and health indices.

- 3) In relation to the point above it was essential that members receive appropriate training.
- 4) Members highlighted the importance of the Corporate Parenting Panel, whose role and visibility needed to be strengthened.
- 5) The role of scrutiny in general and of this Committee in particular was discussed. It was queried whether the information in the SCR had been exposed to the scrutiny of ordinary councillors and the Committee recognised the need to be strong about being engaged going forward. The Chairman undertook to take forward what information should be coming back to the Committee to fulfil their responsibility.
- 6) There were issues raised through the SCR that would need to be taken forward by the Education Scrutiny Committee including work around perpetrators

Councillor Christie endorsed comments about the role of councillors and questioned how councillors could interrogate the information available. He had grave concerns about the judgement of a systemic failure in the years prior to the Bullfinch Operation and proposed that the Cabinet should establish an independent enquiry into the systemic failure of the County Council to identify and prevent CSE from 2005 to 2010. Councillor Christie spoke in support of the recommendation. Following advice from the clerk and Lead Officer the Chairman indicated that she felt that this request was outside the remit of the Committee and following indications that members would not support it the recommendation was not put to the vote or taken forward.

The Performance Scrutiny Committee:

- (a) noted the Council's response to the findings of the Serious Case Review into Children A-F, published in March 2015; and the further actions in progress; and
- (b) agreed the additional actions set out in the preamble above and that a further report be submitted to the June meeting on the way forward.

13/15 SAFEGUARDING MISSING CHILDREN

(Agenda No. 7)

Deputy Director for Children's Social Care, Lucy Butler introduced a paper outlining the trends and patterns in relation to missing children, arguing the importance of monitoring this area of work and proposing a way forward for effective scrutiny.

The Committee explored in some detail the process around a missing child and the trends and patterns identified. Members identified that some children went missing repeatedly and Lucy Butler undertook to provide additional detail for members.

Following discussion of placement stability The Committee noted the escalation procedures in place that included a multi-agency risk management plan for repeat missing episodes. Responding to a request from the Chairman, Lucy Butler agreed that information on the numbers of such plans in place could come to this Committee and further agreed to supply case studies which members thought would be helpful.

The Performance Scrutiny Committee AGREED to:

- (a) note the report:
- (b) become actively involved in priority setting process for the Missing Children's Panel; and
- (c) to receive an annual report on work with missing children

14/15 PROPERTY CONTRACT WITH CARILLION

(Agenda No. 8)

Sue Scane, Director for Environment & Economy, Mark Kemp, Deputy Director, Commercial, Adrian Rowlands, Service Manager Property & Procurement and Phil Stevenson a representative of Carillion attended for the paper outlining the performance of the property contract with Carillion. The paper focussed on four distinct areas: Food with Thought, Caretaking and Cleaning, Design and Construction and Resilience. Councillor Nick Carter attended for this item.

Councillor Carter presented the contents of the report highlighting the energy put in to sustaining and developing the contract and the attitude of continuous learning.

Members generally welcomed the report and information provided which was extremely useful.

During questions and discussions the following points were made:

- 1) Sue Scane outlined activity to maximise the benefits of council property assets.
- 2) Responding to a member who indicated that it was sometimes difficult to monitor progress where completion dates changes Phil Stevenson replied that it was possible to report against the original start date. However things did happen that changed schedules and the key point was communication of those changes where necessary.
- 3) Phil Stevenson confirmed that the figures related to local suppliers did not include national companies with a local base.
- 4) There was discussion on the difficulties of having and promoting apprenticeships. They were trying to identify apprenticeship programmes suitable for part time working.
- 5) Phil Stevenson spoke of the commitment to employing the long term unemployed.
- 6) With regard to Member Action Days the Committee was advised that a programme was in development.

The Performance Scrutiny Committee:

- (a) noted the performance of Carillion on the Property and Facilities contract; and
- (b) recognised both the successes achieved thus far and the areas for improvement identified.

..... in the Chair

Date of signing 2015

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**Police &
Crime Plan**
for the Thames Valley
2013-2017
(2014 REFRESH)

THAMES VALLEY
POLICING AREA

ROLES &
RESPONSIBILITIES

STRATEGIC
OBJECTIVES

PERFORMANCE

RESOURCES

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THE GOOD WILL AND
SUPPORT OF THE PUBLIC
IS ESSENTIAL TO ALL
ASPECTS OF POLICING

Foreword

BY ANTHONY STANSFELD, THE POLICE AND
CRIME COMMISSIONER FOR THAMES VALLEY

One of the first jobs I had to undertake as Police and Crime Commissioner was to publish a Police and Crime Plan to cover my term in office. This I did after extensive consultation with statutory bodies such as Councils, community safety partnerships and criminal justice bodies; with the public, and with a wide range of voluntary organisations. From this Plan the Chief Constable produced a Delivery Plan which lays out in detail the requirements for the police. I hold the Chief Constable to account for achieving what is laid out in the Delivery Plan. I am pleased to say that the priorities I set have been tackled successfully. For the period April 2013 – March 2014, overall crime was down 3%, household burglary down by 20%, and rural crime down by 16%. I am delighted that recorded crime is at its lowest level for 25 years. An extra 25 police officers have been put into Child Protection, including countering Child Sexual Exploitation (CSE), and we are in the process of setting up Multi-Agency Safeguarding Hubs (MASHs) across the Thames Valley.

There is no statutory requirement to update the Police and Crime Plan. However police budgets and services are shaped by central government funding, which continues to be cut, and changing circumstances. I therefore believe it prudent to update the Police and Crime Plan. In addition to my current priorities there are a number of areas which should be addressed in this updated Plan.

Cyber Crime and Fraud is fast becoming significant and financially damaging for businesses and individual victims. It usually crosses many police force boundaries, and is often foreign based. This makes it difficult to counter at a local level. However cases referred from the national fraud agency that have a Thames Valley Police (TVP)

interest will be vigorously pursued, and TVP should make every effort to alert the public to the dangers that are inherent in using the internet without caution, including the dangers of identity theft and bank withdrawal scams.

Female genital mutilation is now receiving the police action it requires. However nationally there have been no successful prosecutions for this crime. Through the Health and Wellbeing Boards, the NHS, and schools, which are the agencies that should be reporting this crime, I expect TVP to take whatever action is required to stamp out this practice in the small amount of minority ethnic communities in which it is perpetrated.

I am concerned by the problems encountered between the Police and the Crown Prosecution Service (CPS) in the presentation of cases to court. It is the responsibility of the Police to provide the CPS with files that allow the CPS to successfully prosecute cases. It is the responsibility of the CPS to review these files in a timely fashion. It is unacceptable to turn down cases at the last moment before a case enters court because the file is inadequate. It is damaging to the victims, to the witnesses and to police morale. However, I am pleased that TVP and the CPS have adopted locally the national 'transforming summary justice' strategy and action plan which, if implemented successfully, will result in an improved criminal justice service for victims and witnesses from April 2015 onwards. I will be monitoring this initiative closely.

Foreword

I have received numerous complaints about the length of time it takes to clear major trunk routes following a road traffic accident. The damage to the economy is considerable and it causes great public upset. Once casualties are removed from the scene of an accident the police priority must be to open up a major trunk route, in conjunction with the Highways agency, with as little delay as possible. The investigation of the accident has to be completed with this in mind.

Late night drinking still accounts for a large proportion of the violence within the Thames Valley. Though a 'Late Night Levy' (LNL) may not be necessary in all Council areas I encourage its use in those areas with large night time economies and which have resultant levels of violence. I have told Councils that all proceeds received from a LNL would go direct to their local Community Safety Partnership.

The protection of vulnerable people is still an issue that requires considerable police effort. The setting up of MASHs across the Thames Valley will greatly assist in countering Child Sexual Abuse, Human Trafficking and the exploitation of vulnerable adults takes place not only in our major towns, but also in the countryside where it is coupled with rural crime. I expect all police officers to be aware of these issues and, where it is suspected, to take all means available to bring this crime to justice.

Later this year I take responsibility for commissioning victims' support and restorative justice services. Both these new responsibilities will require considerable work. Preparatory work is already underway, and I am confident that the Office of the PCC will have the expertise and staff to take on this extra work and deliver an excellent service.

There has been considerable national public disquiet about a number of high profile cases in which the Police have been seen not to have acted as they should. These cases have not happened within TVP but, nevertheless, I believe it is necessary to set up an independent Complaints, Integrity and Ethics Panel. This has been publicised, and 49 people put forward their names to sit on this panel. A selection process has taken place and 9 people have been appointed. The Panel met for the first time in April. It will help me monitor and review how complaints made against the Force are handled and dealt with and will report its findings and recommendations to me and the Chief Constable. I will then hold the Chief Constable to account for how the Force responds to any findings and recommendations made by the Panel.



Anthony Stansfeld
Police and Crime Commissioner
for Thames Valley

1. Introduction

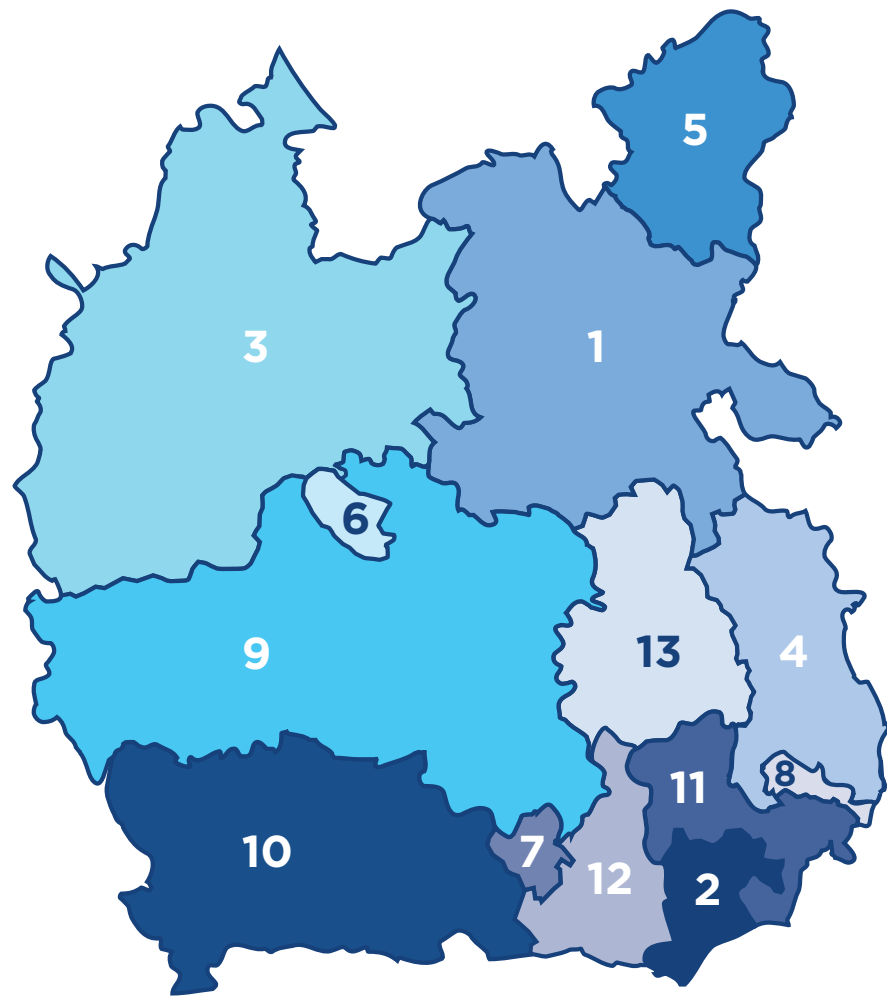
This updated Police and Crime Plan sets out the Police and Crime Commissioner's (PCC's) strategic priorities and objectives for the Thames Valley for the period 2013-2017. The document provides the strategic direction for crime and policing services across the Thames Valley, including the response to regional and national threats.

Cutting crime and making our community safer is a priority for all of us. It is for this reason that this Plan draws upon a wide range of information from the police; community safety and criminal justice partners, the public and victims of crime. This ensures the Plan reflects the breadth and depth of police and crime issues affecting the Thames Valley.

From this Plan, the Chief Constable of Thames Valley Police and other partners will develop their own annual service delivery plans which will encompass the PCC's priorities and objectives.

The PCC meets regularly with the Chief Constable and other key partners to ensure they are doing everything reasonable in their power to achieve the agreed objectives set out in this Plan. However, the PCC is ultimately responsible for the successful delivery of the Plan and he will be held to account by the public through the electoral ballot box every four years. The decisions, actions and performance of the PCC will be subject to regular review and scrutiny by the independent Thames Valley Police and Crime Panel between elections.

THAMES VALLEY POLICE LOCAL POLICE AREAS



- | | |
|---|--|
| 1 Aylesbury Vale | 8 Slough |
| 2 Bracknell Forest | 9 South Oxfordshire and Vale of White Horse |
| 3 Cherwell and West Oxfordshire | 10 West Berkshire |
| 4 Chiltern and South Buckinghamshire | 11 Windsor and Maidenhead |
| 5 Milton Keynes | 12 Wokingham |
| 6 Oxford | 13 Wycombe |
| 7 Reading | |

2. The Thames Valley Policing area

Thames Valley Police area is the largest non-metropolitan force area in England and Wales, covering the counties of Berkshire, Buckinghamshire and Oxfordshire. It covers a population of 2.3 million people from diverse social, economic, cultural and religious backgrounds across both urban and rural geographical areas as well as 6 million annual visitors to the area.

The Thames Valley comprises of two County Councils, i.e. Buckinghamshire and Oxfordshire, and seven Unitary Authorities, being Bracknell Forest, Milton Keynes, Reading, Slough, West Berkshire, Windsor and Maidenhead and Wokingham. Each of these local authority areas has a Community Safety Partnership, Youth Offending Team, Health and Wellbeing Board and Adult and Children Safeguarding Boards. The eight district councils within Buckinghamshire and Oxfordshire also have their own Community Safety Partnerships who report to their respective County Partnerships.

The Thames Valley Police Force is divided into 13 Local Policing Areas (LPAs). The LPAs are responsible for delivering local policing services across 108 neighbourhoods that address local priorities. Specialist departments deliver the full range of other force-wide policing functions.

The Thames Valley Police staff establishment for 2014/15 comprises 4,186 police officers, 488 PCSOs and 550 special constables to carry out policing activity with the support of 2,626 police staff. The workforce is supplemented by more than 500 volunteers.

The PCC will work closely with his statutory partners in the community safety and criminal justice service sectors to meet the policing and crime reduction needs of the communities who make up the Thames Valley area, and to achieve the strategic priorities and objectives set out in this plan.

3. Roles & Responsibilities

OF THE POLICE AND CRIME COMMISSIONER (PCC) AND THE CHIEF CONSTABLE

PCCs have a statutory duty and electoral mandate to:

- Hold the Chief Constable to account for policing, ensuring an efficient and effective police force
- Publish a Police and Crime Plan
- Commission services and award grants
- Scrutinise, support and challenge performance
- Engage with communities

The Chief Constable has 'direction and control' over the Force's officers and staff to deliver policing and maintain the Queen's peace. The Chief Constable must have regard to this Plan when making decisions on operational resources and requirements.

The Thames Valley Police and Crime Panel provides a check and balance against the decisions, actions and performance of the PCC. The Panel does not scrutinise the Chief Constable - it scrutinises the PCC's exercise of his statutory functions. However, while the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC's functions.

To find out more information on the distinct roles of PCCs, chief constables, police and crime panels and the Home Secretary, you can

view the full Policing Protocol (issued by the Home Secretary) online at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117474/policing-protocol-order.pdf

STRATEGIC POLICING REQUIREMENT (SPR)

Policing in Thames Valley responds to locally identified needs. Nevertheless, Thames Valley Police must also play its part in responding to national and regional criminal activity and threats. Five national threats are set out by the Home Secretary in the Strategic Policing Requirement (2012). These are:

- public order;
- counter terrorism;
- civil contingencies;
- serious and organised crime, and
- cyber incidents.

The strategic priorities for policing in Thames Valley therefore include the Force's response to these threats.



COLLABORATION

The Thames Valley Police area borders with nine other police forces. Chief Constables and PCCs have a duty to keep under consideration the ways in which functions could be exercised in collaboration with other forces and public and private sector bodies to improve the efficiency or effectiveness of their police force and of other police forces.

With Hampshire Constabulary, Thames Valley Police is actively participating in a Bi-lateral Collaboration Programme with a current focus on the two areas of; Criminal Justice and Contact Management

At a South-East regional level, Thames Valley Police is responsible for the South East Counter Terrorism Unit (SECTU) and the South East Regional Organised Crime Unit (SEROUCU) under the 'Host Force Model'. This creates a more co-ordinated regional counter terrorist and serious organised crime response, providing specialist support to police forces in Thames Valley, Hampshire, Surrey, Sussex and Kent. The Unit falls under the direction and control of the Chief Constable of Thames Valley Police on behalf of the Regional Chief Constables and its work, along with other regional units, is co-ordinated nationally. The Unit is governed by a Regional Governance Board comprising all the South East region PCCs and chief constables.

Outside of the South-East region, Thames Valley Police shares road vehicle and fleet management costs with other forces, being Bedfordshire, Hertfordshire and the Civil Nuclear Police Authority, as part of the Chiltern Transport Consortium.

COMPLAINTS, INTEGRITY AND ETHICS

The PCC and Chief Constable have set up a Complaints, Integrity and Ethics Panel to provide a transparent forum that monitors and encourages constructive challenge over the way complaints, integrity and ethics issues are handled by Thames Valley Police and overseen by the PCC. The Panel, made up of independent members of the public, will meet regularly to ensure that integrity and ethical issues are prioritised and embedded in local operational policing in order to maintain public confidence.

The police Code of Ethics was recently introduced by the national College of Policing and became a Code of Practice, having gained Royal Assent on 15 July 2014. It is the written guide to the principles and standards that everyone in policing is expected to uphold. The Chief Constable has committed the Force to embedding the Code throughout the organisation, with a specific action in the Force's Annual Delivery Plan. The PCC and the Complaints, Integrity and Ethics Panel will play a vital role in monitoring the successful implementation of this initiative.



PARTNERSHIP WORKING

The unique role of the PCC extends beyond policing to include working with community safety and criminal justice partners to achieve the shared objectives of tackling crime, the causes of crime, and supporting victims and offenders.

The PCC works with and currently provides grants to local authority Community Safety Partnerships (CSPs) through the Community Safety Fund. The funding received by the CSPs (including Youth Offending Teams) is ring-fenced for community safety purposes to help the partnerships deliver the objectives and target outcomes set out in this Plan. This allows CSPs to invest in activities that tackle issues in their local area which may include Integrated Offender Management, support for victims of domestic abuse or early intervention activities to prevent young people entering the criminal justice system. The Thames Valley is a large area and the PCC recognises the importance of supporting partnerships in achieving their local priorities.

The Thames Valley Local Criminal Justice Board (LCJB) provides a crucial role in bringing together the police and criminal justice agencies to improve coordination and performance across the criminal justice system. The PCC will work with the LCJB to reduce re-offending and improve the experience of victims and witnesses, including overseeing the implementation of the Victims Code and the implementation at a local

level of the national 'transforming summary justice' strategy and action plan which, if implemented successfully, will result in an improved criminal justice service for victims and witnesses from April 2015 onwards.

The PCC will continue to seek engagement with local authorities; the Health and Wellbeing Boards and Local Children and Adult Safeguarding Boards on shared priorities. These include fulfilling the commitments set out in the Mental Health Concordat to improve the treatment of those in mental health crisis; reducing the impact of drugs and alcohol, and safeguarding our most vulnerable adults and children by working hard together on high risk, sensitive issues such as human trafficking, child sexual abuse and exploitation, and Female Genital Mutilation (FGM).



4. Strategic objectives

Strategic Objective 1:

CUT CRIMES THAT ARE OF MOST CONCERN TO THE PUBLIC AND REDUCE REOFFENDING

This will be achieved by:

- Effective investigation and enforcement
- Working in partnership to tackle priority crimes
- Maintaining the focus on domestic burglary, rural crime and violence
- Dealing decisively with anti-social behaviour
- Further embedding integrated offender management (IOM)
- Reduce the impact of drugs and alcohol to tackle crime and reduce re-offending.
- Maintain the outcome rate for cases of violence with injury, domestic burglary and rape above the level achieved in 2013/14
- A reduction in the reoffending rate of individuals identified within the IOM cohort
- A reduction in the level of reported anti-social behaviour
- An increase in successful drug treatment completions.

The PCC will measure success in delivering this objective based on:-

- A reduction in the rate of priority crimes



Strategic Objective 2:

PROTECTING VULNERABLE PEOPLE

This will be achieved by:

- Agencies working together to tackle effectively all forms of human exploitation including child sexual exploitation
- Working together to safeguard the most vulnerable people and communities including people with mental health difficulties
- Protecting vulnerable women and girls from domestic abuse, sexual violence and female genital mutilation.
- Increase the percentage of domestic abuse related violence with injury prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- Reduce the repeat rate of victimisation experienced by domestic violence victims on each local 'Multi-Agency Risk Assessment Conference' (MARAC) cohort.

The PCC will measure success in delivering this objective based on:-

- Develop and implement a local Mental Health Concordat
- Reduce by at least 50% the use of police custody as a S136 place of safety compared to 2013/14
- 5 Multi-Agency Safeguarding Hubs (MASHs) set up and operational across Thames Valley by the end of March 2015



Strategic Objective 3:

WORK WITH PARTNER AGENCIES TO PUT VICTIMS AND WITNESSES AT THE HEART OF THE CRIMINAL JUSTICE SYSTEM

This will be achieved by:

- Ensuring victims and witnesses receive the support they need to cope and recover
- Ensuring victims and witnesses are not further harmed by the criminal justice process
- Agencies providing victims and witnesses with the information they require
- Providing victims with an opportunity to access restorative justice and community remedies.
- Increase the percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- Development and implementation of a compliance framework for the Code of Practice for Victims
- An increase in overall victim satisfaction in the services received.

The PCC will measure success in delivering this objective based on:-

- Introduction of commissioned support services for victims of sexual crime, domestic violence and young victims by April 2015
- Development of a commissioned, victim-centred, restorative justice service by April 2015



Strategic Objective 4:

ENSURE POLICE AND PARTNERS ARE VISIBLE, ACT WITH INTEGRITY AND FOSTER THE TRUST AND CONFIDENCE OF COMMUNITIES

This will be achieved by:

- Further promoting the ethos of neighbourhood policing
- Establishing a process to monitor and encourage constructive challenge over the way complaints, integrity and ethics issues are handled by the police service
- Delivering services that meet the needs of diverse communities across the area
- Improving confidence in the criminal justice process.
- Ensure compliance with Independent Police Complaints Commission (IPCC) statutory guidelines
- Ensuring adoption and implementation of recommendations from serious case reviews
- An increase in the hours of active duty worked by Special Constables.

The PCC will measure success in delivering this objective based on:-

- Establishment of a 'Complaints, Integrity and Ethics Panel' to monitor and review police handling of complaints made against TVP, and the improvement of professional standards across the service



Strategic Objective 5:

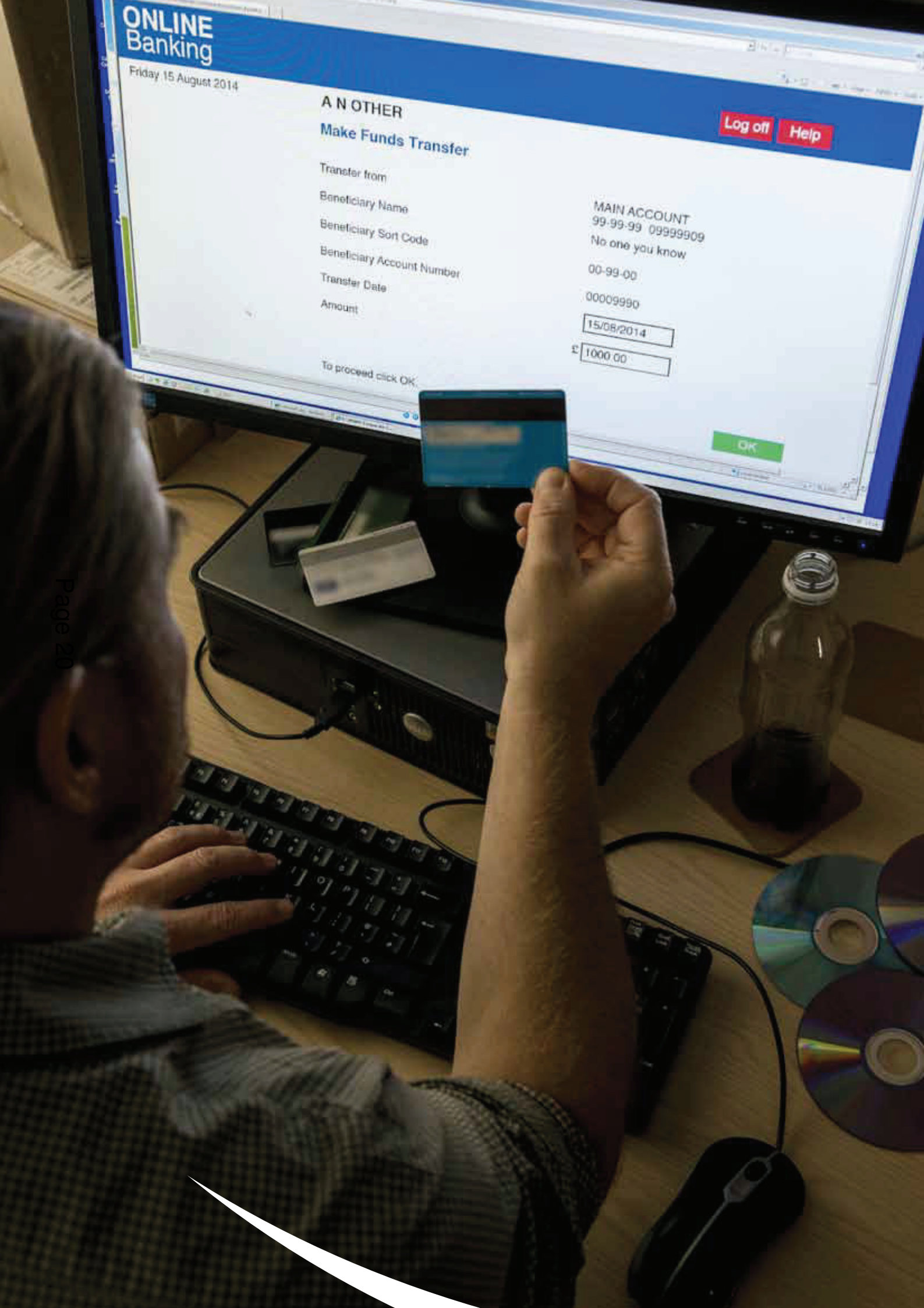
COMMUNICATE WITH THE PUBLIC TO LEARN OF THEIR CONCERNS, HELP TO PREVENT CRIME AND REDUCE THEIR FEAR OF CRIME

This will be achieved by:

- Obtaining the views of communities and 'hard to reach' groups on policing and crime
- Promoting crime reduction and prevention activities
- Maximising the use of new technology to make it quicker, easier and more convenient for us to have a two-way communication with our communities
- Engage with voluntary and community groups and listen to their concerns.
- Establish 'voluntary, community, social enterprise' (VCSE) sector panels to conduct four consultations per year to identify their concerns
- PCC becomes signatory to a VSCE Compact
- A review of Neighbourhood Policing against emerging best practice.

The PCC will measure success in delivering this objective based on:-

- An increase in the number of people engaging with Thames Valley Alert
- Increase the level of targeted consultation and engagement activity that helps inform the PCC of the views and priorities of the public and partners



Strategic Objective 6:

PROTECT THE PUBLIC FROM SERIOUS ORGANISED CRIME, TERRORISM AND INTERNET BASED CRIME

This will be achieved by:

- Working with partners and national agencies to reduce harm caused to communities by serious organised crime
- Counter the threat posed by terrorism
- Promote awareness of internet based 'cyber-crime' and improve online safety.

The PCC will measure success in delivering this objective based on:-

- The number of successful disruptions of serious organised crime groups
- Ensure community safety partnerships are engaged in tackling serious organised crime across Thames Valley
- Improvements to the 'Action Fraud' process identified and implemented
- Working with regional and national agencies to develop and improve the Force's response to Cyber crime

- The police achieving a minimum of 168 cash detention orders.

OVERARCHING PRIORITIES

In addition to the strategic objectives, the PCC is committed to the following overarching priorities:

- Increasing efficiency and effectiveness of policing and other services
- Improve partnership working and make effective use of collaboration opportunities
- Adopt evidence based services/approaches
- Improve transparency.

5. Performance

POLICE AND CRIME PLAN - OBJECTIVES, PERFORMANCE MEASURES AND TARGETS

The measures of success for each of the strategic objectives are outlined in section four of this report. These outcome measures will be used to hold the Chief Constable and partners to account and to monitor how successfully the Police and Crime Plan is being delivered.

The delivery and achievement of the strategic objectives and overarching priorities will be supported by a range of jointly agreed actions, measures of success and delivery 'milestones'. These will be incorporated in the relevant agencies' own annual service delivery plans, as appropriate.

HOLDING THE CHIEF CONSTABLE TO ACCOUNT

The PCC meets regularly with the Chief Constable through a combination of formal public and private meetings. At these meetings the Chief Constable is held to account for both the operational performance of the Force in meeting the targets set out in the Force's Annual Delivery Plan and the exercise of her functions in support of the PCC's delivery of this Police and Crime Plan.

This combination of formal meetings increases transparency and public accountability of the decision-making and governance process. This allows the public to understand how policing is being delivered in the Thames Valley area and inform them on the progress being made against the key outcomes.

The papers of all public meetings are available on the PCC's website - www.thamesvalley-pcc.gov.uk

HOLDING OTHER PARTNERS TO ACCOUNT

Performance monitoring is built in to all grant agreements between the PCC and the recipients of grant funding to enable the PCC to effectively monitor the use of his funding. This in turn allows the PCC to be accountable to the public on how the money is spent and its impact on crime and disorder.

The performance monitoring of the PCC's Community Safety Fund is outcome focussed and uses both quantitative and qualitative approaches. This is due, in part, to the difficulty in attributing a causal link from data measurements to the range of activities employed by partnerships seeking to improve community safety in their specific area.

THAMES VALLEY POLICE AND CRIME PANEL - SCRUTINY OF THE PCC

The Thames Valley Police and Crime Panel will review and scrutinise the decisions and actions of the PCC in connection with the discharge of his statutory functions and his performance in delivering the Police and Crime Plan.

Specific areas of scrutiny will include the review of the PCC's draft Police and Crime Plan, annual council tax precept proposals and annual report.

In addition, the Police and Crime Panel must undertake its role with a view to supporting the effective exercise of the functions of the PCC.

6. Resources

THAMES VALLEY POLICE AND CRIME FUNDING

This Police and Crime Plan covers the four year period 2013/14 – 2016/17. It is essential therefore that the PCC takes a longer-term view of the spending and funding pressures facing policing and crime services in setting and approving the annual budget and council tax for the ensuing financial year. Given the potential funding issues which we are likely to face in future years, this forward planning process is more important than ever.

Set out below is a high level summary of the current medium term financial plan, as approved in January 2014, covering the remaining three years of the Police and Crime Plan (i.e. 2014/15 to 2016/17).

Annual Revenue Budget	2014/15 £m	2015/16 £m	2016/17 £m
Brought forward opening base budget	394.798	389.483	385.982
Year-on-Year forecast budget changes:-			
Inflation	4.667	4.683	6.481
Productivity savings	- 12.151	- 10.858	- 9.140
Committed expenditure	2.819	2.419	2.581
Current services	0.446	0.901	- 0.650
Improved service	1.270	- 1.429	- 0.238
Budget Requirement	391.849	385.199	385.016
Appropriations from reserves	- 2.365	0.783	0.816
Net Budget Requirement	389.483	385.982	385.832
External funding	389.483	385.982	382.116
Estimated funding shortfall	0.000	0.000	3.716

[Further details of the budget are provided in the separate publication 'Annual Revenue Budget and Capital Programme 2014/15']

The PCC's medium-term financial plan is currently balanced in both 2014/15 and 2015/16 although there is a budget shortfall of at least £3.7m in 2016/17 that has still to be addressed through the identification of further productivity strategy savings.

However, it must be stressed that there are a number of risks and uncertainties surrounding the medium-term financial forecast, particularly in 2016/17, which mean the actual budget shortfall could be significantly higher than the £3.7m currently shown.

The main risks relating to the 2016/17 financial year forecast are summarised below:

- There is no indication of the level of grant that PCC's may expect to receive in 2016/17. Therefore a cut in government grants has been assumed at 3.5%, the average for the last 3 years. A 1% variance on this is equivalent to £2.43m.
- There is an on-going review in the way that government grants are allocated to PCC's through the national police funding formula. At this stage it is unknown what the outcome of this review may look like and, again, this could affect our future level of grant received.
- The introduction of a change in National Insurance contributions is due to be implemented in April 2016. Initial calculations indicate that this could cost the Force an additional £5m per annum. This additional cost has not been included in the Medium-term Financial Plan (MTPF).

[Note: on 3rd February 2014 the Policing Minister confirmed that all public sector employers would have to absorb this additional cost burden].

- Changes to the police officer pension scheme are due to take place from April 2015, which should reduce the employers contributions made.

[Note: since the MTPF was produced in January 2014, the Home Office has advised that this saving will be retained by Government rather than being passed on to local police forces]

- Current government policy is to cap council tax increases at 2%, unless the PCC holds and wins a local referendum to go beyond this. As there will be a new Government administration for 2016/17, following the general election in 2015, it is not certain that this current policy will still be in place at that time.
- It is also unclear whether any new government would seek to extend the current public sector pay capping regime at 1% per annum. Any extension to this regime would reduce the inflationary cost pressures in future years, but may also reduce the level of government grants to be awarded.

The medium term financial plan will be updated during autumn 2014 to reflect new information and updated spending requirements. The next iteration of the financial plan will cover the four year period 2015/16 through to 2018/19 in order to better understand and exemplify the level of financial savings required in coming years to balance the budget, given that government grants are expected to continue to decline, in real terms, until at least 2020.

6. Resources

2014/15 REVENUE BUDGET

A high level summary of the 2014/15 revenue budget is presented at Annex A. The annual Cost of Services, to be funded by government grant and council tax income, is £389.483m. Within this sum, £383.384m has been allocated to the Chief Constable to fund day-to-day operational policing activities.

The PCC has increased the police element of the council tax precept by 1.99% in line with his budget strategy. The Police and Crime Panel formally endorsed this proposed level of council tax increase on 7th February 2014.

Band D council tax in 2014/15 is £160.51, an annual increase of £3.13, or 6 pence per week, over the 2013/14 level. It remains below the national average for police council tax levels in England.

THAMES VALLEY POLICE 'PRODUCTIVITY STRATEGY'

The PCC and Force have a long history of delivering productivity savings and using these to balance annual budgets or reinvesting them in frontline policing, a strategy that has been widely scrutinised and praised by Her Majesty's inspector of Constabulary (HMIC) during various inspections and reports.

In the three years since 2011/12, £46m of cash savings have already been delivered which, with the £12m identified for 2014/15, will bring the total cash savings over the Government's current Comprehensive Spending Review period (i.e. 2011/12 to 2014/15) to £58m.

Further cash savings of at least £24m are required in 2015/16 and 2016/17 simply to balance the budget, which means that over the six year period 2011/12 to 2016/17 total cash savings of at least £82m will be required. This equates to 21% of the annual net revenue budget in 2014/15.

The £12m of planned savings in 2014/15 will be delivered through:

- £1.8m - Collaboration with Hampshire Constabulary
- £1.9m - Structure and Process Review of functions and services
- £4.3m - Value for Money reviews of functions and services
- £4.1m - Review of Remuneration and Conditions, implementing the recommendations of the national police service 'Winsor' review of police officer terms and conditions and the 'Hutton' review of staff and police pension schemes.

THREE- YEAR CAPITAL PROGRAMME 2014/15 TO 2016/17

In addition to revenue spending on day-to-day operational activities, the PCC incurs capital expenditure on buildings, information and communications technology (ICT), other operational assets such as vehicles, and other major items of plant and equipment that have a longer-term life.

The three-year capital programme for the period 2014/15 to 2016/17 amounts to £53.098m, with a further planned spending of £10.505m on specific projects falling into later years. Although the annual capital programme in 2014/15 has been approved, some of the individual capital schemes in 2015/16 and later years still require further scrutiny by the PCC. This will happen before the next iteration of the draft capital programme (i.e. covering the period 2015/16 to 2018/19) is produced in autumn 2014.

TVP Capital Programme	2014/15	2015/16	2016/17	Total	Later Years
	£m	£m	£m	£m	£m
Property	5.529	8.055	12.255	25.839	10.505
ICT	10.369	2.463	2.060	14.892	
Vehicles	2.890	2.976	3.066	8.932	
SECTU	0.939	0.875	0	1.814	
Equipment	1.006	0.346	0.271	1.622	
Total	20.732	14.715	17.652	53.098	10.505

COMMISSIONING AND GRANT FUNDING

a) Community Safety Fund (CSF)

Following extensive consultation with individual local authorities and scrutiny by the Thames Valley Police and Crime Panel, the PCC adopted the following principles to determine the allocation of CSF grant funding to local authorities over the period 2014/15 to 2016/17:

1. The overall sum of money available for distribution via the CSF allocation model (which now includes funding for 'Youth Offending Teams' previously distributed by Thames Valley Police) will be reduced over a three-year transitional period 2014/15 to 2016/17 in line with the reduction in the Home Office general grants to PCCs.
2. The overall CSF pot will be reduced to fund centrally provided services across the Thames Valley (such as the Custody Intervention

Programme) before the allocations to local authorities are calculated.

3. Resources will be allocated to individual local authorities based on a needs-based formula that adequately reflects the community safety requirements of local council areas.
4. The PCC then applies his personal and professional judgement to the raw figures after listening to the specific concerns of local authorities.

6. Resources

The CSF allocations for 2014/15 are set out below.

	2014/15 £
Bracknell	154,800
Buckinghamshire CC	501,717
Milton Keynes	297,669
Oxfordshire CC	789,316
Reading	520,749
Slough	365,862
West Berkshire	177,290
Windsor & Maidenhead	169,394
Wokingham	118,530
TVP – Custody Intervention Programme	657,000
Total	3,752,326

Further information, including the history of the CSF, can be found on the PCC’s website (www.thamesvalley-pcc.gov.uk).

b) Victims’ services

Victims’ services, including Victim Support services, are currently grant funded nationally by the Ministry of Justice (MOJ). Responsibility for commissioning and funding for much of these services will be devolved to PCCs, giving them the ability to develop local services that best meet the needs of local people.

From October 2014 the PCC will be responsible for commissioning local specialist victim services. In order to better understand local need and to determine commissioning priorities, the South East PCCs (Hampshire, Kent, Surrey, Sussex and Thames Valley) jointly commissioned a victims’ needs assessment.

From April 2015 the PCC will be responsible for commissioning non-specialist services for victims in the Thames Valley.

Non-specialist support, currently provided by Victim Support, includes a Regional Victim Care Unit and onward support with local volunteers. The PCC will commission a referral mechanism and onward support for victims in collaboration with PCC colleagues in Surrey and Sussex.

In taking on this important area of work, the PCC will adopt the following principles:

- As much funding as possible will be directed into frontline services.
- During the transition period (April 2014 – October 2015), any grant funding allocated will be on a one-off basis, i.e. no commitment of repeat funding.
- Grant funding in the transition period is primarily to sustain existing services and should not be for significant service development / new services.
- The PCC must comply with the EU Directive on Victims.

The PCC will receive the following grant allocations from the Ministry of Justice (MoJ) to fund this activity:

Year	Amount £	Notes
2013/14	844,092	Provided to increase the capacity and capability of the voluntary, community and social enterprise (VCSE) sector and for the PCC to prepare for local commissioning. Unspent monies carried forward to 2014/15.
2014/15	793,365	MoJ will fund Victim support until April 2015. This grant allocation is to commission local specialist victim services, including restorative justice. Funding must be spent by 31st March 2015.
2015/16	2,467,000	Full commissioning of both specialist and non-specialist services for victims and witnesses

c) Police Property Act Fund

The Police Property Act Fund is created from the proceeds of sale of goods recovered by the police that cannot be returned to their original owner. In accordance with the Police Property Act Fund Regulations (1997), all awards from the fund must be for a charitable purpose.

Applications for funding are invited from local voluntary and community groups which are working to improve the lives of people living in the Thames Valley Police area and can demonstrate that their activity or project contributes to meeting the PCC’s objectives as set out in this Police and Crime Plan.

With effect from 2014/15 there are two public bidding rounds each financial year. These will be advertised on the PCC’s website as well as in the local media.

Bids will be considered jointly by the PCC and Chief Constable who will determine which bids are successful and how much funding, if any, will be allocated to each applicant.

Details of successful bids will be posted on the PCC’s website (www.thamesvalley-pcc.gov.uk).



Summary PCC Annual revenue budget 2014/15

ANNEX A

2013/14 Revenue Budget	PCC Revenue Budget Allocation		2014/15 Revenue Budget
£m		£m	£m
0.187	PCC Controlled Expenditure	0.188	
1.154	Democratic representation	0.889	
0.323	Office of the PCC	0.342	
	Other PCC costs		
1,664			1,419
	PCC direct operating costs		
3.483	Commissioned Services budget:-	3.750	
0	- Grants awarded for community safety	0.740	
	- Victims and witnesses		
3.483			4.490
5.147	Total PCC Controlled Expenditure		5.909
	Policing Services to be provided by Thames Valley Police		
328.782	Employees	328.015	
21.891	Premises	20.807	
11.681	Transport	11.695	
44.029	Supplies & Services	43.237	
5.671	3rd Party Payments	6.223	
- 25.753	Less: Force Income	- 26.593	
386.301			383,384
	Net TVP Service Costs		
3.921	Capital Financing	3.769	
-1.000	Capital financing costs	- 0.825	
	Less: Interest income on balances		
2.921			2.944
	Net Capital Financing Charges		
- 0.388	Appropriations from Revenue Balances		- 2.753
393.981	Total Cost of Services Budget		389.483
	Funded by:		
-155.869	Home Office Police Grant	- 151.291	
- 80.450	Formula Grant	- 76.705	
- 28.797	Specific Grants	- 26.767	
- 1.300	Surplus on Collection Funds	- 2.045	
-127.565	Council Tax	- 132.675	
- 393.981	Total Funding		- 389.483

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Glossary

CJS	Criminal Justice System
CPS	Crown Prosecution Service
CSP	Community Safety Partnership
DAAT	Drug and Alcohol Team
DIP	Drug Intervention Programme
HMIC	Her Majesty's Inspectorate of Constabulary
IDVA	Independent Domestic Violence Advocate
IOM	Integrated Offender Management
IPCC	Independent Police Complaints Commission
ISVA	Independent Sexual Violence Advocate
LA	Local Authority
LCJB	Local Criminal Justice Board
LPA	Local Policing Area
NAG	Neighbourhood Action Group
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSO	Police Community Support Officer
PR&SR Act	Police Reform and Social Responsibility Act 2011
SARC	Sexual Assault Referral Centre
SECTU	South East Counter Terrorism Unit
TVP	Thames Valley Police
VfM	Value for Money
YOS	Youth Offending Service
YOT	Youth Offending Team



For further information about the PCC, his plan, the budget or how you can get involved, get in touch with us using the contact details provided below or visit www.thamesvalley-pcc.gov.uk

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Foreword

Thames Valley Police is going through a time of change; change in leadership, change in budget, developments in technology and the crimes we police.

This change brings challenges which must not be underestimated; Thames Valley Police has already saved £58 million while protecting front line services but further savings will be required. We must rise to the challenges of policing emerging crime types such as cyber-crime and exploitation, without losing focus on more traditional crimes.

Change also brings opportunities. Opportunities to work collaboratively with other Forces and more closely with our partners while embracing technology to deliver more efficient and effective policing. We will also continue to invest in our staff to ensure that they have the necessary skills and professionalism to enable them to carry out their role.

We will continue to work to prevent crimes, protect the public and to maintain the high levels of satisfaction and the reduction in crime, of which we are rightly proud. We will work to create an innovative and modern police force which, at its heart, continues to focus on keeping our communities safe from harm.

Delivery Plan Aims

- To reduce domestic burglary
- To increase the volume of rape investigations which result in prosecution compared to the 31st March 2015
- Increase the percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- To increase the volume of domestic abuse investigations which result in charge or caution compared to the 31st March 2015
- Increase the percentage of violence with injury (excluding domestic abuse) prosecution files submitted to the Crown Prosecution Service assessed as trial ready.

2

Diagnostic Indicators

- Monitor the repeat victimisation rate for domestic abuse related violent crime
- Monitor the proportion of domestic abuse investigations which do not result in a prosecution
- Monitor the proportion of rape investigations with an identified suspect which do not result in a prosecution
- Monitor victim satisfaction levels
- Monitor the level of rural crime based on NFU insurance claims
- Monitor the level of dwelling burglaries at the CSP (and Force) level
- Monitor the levels of violence at the CSP (and Force) level.

1 Cut crimes that are of most concern to the community

The main purpose of the police is to cut crime by working with partners on crime prevention and reduction and by effective investigation and enforcement. We will focus on reducing and solving crimes that are of most concern across Thames Valley.

	Action	ACPO Owner
1.1	Continue to prioritise burglary and violent crime.	DCC
1.2	Improve the investigation and case preparation of domestic abuse and rape offences.	DCC
1.3	Continue to promote safety in the night time economy through education and partnership working.	ACC NP&P
1.4	Support business communities in preventing and tackling fraud and retail crime.	ACC NP&P
1.5	Increase the use of analytical technology to prevent and detect crime and continue to explore the possibilities of prediction and benefits of Big Data.	ACC Crime
1.6	Improve the Force's response to Cyber crime.	ACC Crime
1.7	Develop our Crime Prevention capability around our key areas of harm and priority areas.	ACC NP&P
1.8	Work with rural communities to identify their concerns and reduce the risk of rural crime.	ACC NP&P

2 Increase the visible presence of the police

We are committed to increasing the availability and visibility of the police. To achieve this we will tailor patrol strategies according to analysis of where crime occurs and where uniformed presence will have greatest impact. We will continue to maximise the contribution of Special Constables to policing in the Thames Valley. We will use stop and search effectively and for the benefit of our communities.

	Action	ACPO Owner
2.1	Maximise the contribution that Special Constables make to policing.	ACC NP&P
2.2	Maximise patrol and operational deployment in the most efficient and operationally productive way.	ACC OPS
2.3	Take part in the Home Office Stop & Search pilot; Best Use of Stop and Search.	ACC NP&P
2.4	Deliver TVP's commitment to the Mental Health Crises Concordat partnership action plans.	ACC NP&P
2.5	Consider ways to improve focused engagement with our diverse communities in order to tackle crimes that affect them.	ACC NP&P
2.6	Implement the agreed recommendations from the Neighbourhood Policing Review.	ACC NP&P
2.7	Deliver the Force Single Equality Scheme action.	CC

3 Protect our communities from the most serious harm

We will work closely with our partners to protect the public from harm. We will identify and safeguard the most vulnerable people and communities and will tackle the criminals who prey on them. We will identify victims and perpetrators of child sexual exploitation and bring offenders to justice. We will work with other police forces and national agencies to tackle serious organised crime and other national threats.

	Action	ACPO Owner
3.1	Continue to maximise partnership working in the form of multi agency safeguarding hubs to protect the vulnerable.	ACC Crime
3.2	Encourage the victims of sexual assault to come forward and report. Provide the highest standards of investigation and improve the quality of service we give to those victims.	ACC Crime
3.3	Protect children from sexual abuse and provide the highest possible service levels to those children who have been subject to abuse and exploitation.	ACC Crime
3.4	Work with partners to develop strategies to encourage engagement and help vulnerable victims through the criminal justice process.	ACC NP&P
3.5	Work with other agencies and develop intelligence to target those individuals and Organised Crime Groups engaged in human trafficking and slavery.	ACC Crime
3.6	Develop an adult safeguarding strategy to protect vulnerable groups from Organised Crime Groups.	ACC Crime
3.7	Encourage FGM (Female Genital Mutilation) referrals by partners and develop preventative strategies, investigative strategies and community engagement.	ACC Crime
3.8	Work with communities to increase resilience to fraud and improve the process for victims.	ACC Crime
3.9	Target criminals by maximising our use of the Proceeds of Crime Act and asset recovery opportunities.	ACC Crime
3.10	Deliver the relevant parts of the Government's Serious and Organised Crime Strategy (SOCS).	ACC RC & CT

4 Improve communication and use of technology to build community confidence and cut crime.

We will continue to improve the way we communicate with the public and will publish more information about our services and outcomes. We will use technology to enhance our policing and keep our communities informed.

	Action	ACPO Owner
4.1	Use technology to provide the public, our staff and our partners with easy effective access to information and services.	DoI
4.2	Ensure we effectively communicate how we are performing and the outcomes of our work.	DoI
4.3	Use technology to effectively target crime prevention activities and information to those at risk and focus on protecting people as well as property.	DoI
4.4	Implement recommendations from the contact management programme to improve public contact with the police.	DCC
4.5	Further develop digital platforms to engage and inform the public and increase our diverse communities willingness to report crime.	DoI
4.6	Deliver the Digital Policing Programme in collaboration with Hampshire Constabulary.	ACC NP&P
4.7	Structure and manage our information to maximise safe, effective data sharing with partners.	DoI

5 Increase the professionalism and capability of our people

We will continue to reduce bureaucracy and improve our processes. We will provide high quality support and training to our staff so they have the professional expertise and the freedom and responsibility to deliver the best possible service to the public. We will work to ensure TVP remains an employer of choice.

	Action	ACPO Owner
5.1	Continue to promote an ethical culture and embed the Code of Ethics.	DoP
5.2	Continue to work with the College of Policing, make best use of research and implement evidence based practice.	DoP
5.3	Develop and implement a well being strategy for our staff.	DoP
5.4	Use evidence based research and practice to increase the representation of people from diverse backgrounds in our workforce to more closely reflect the population of the Thames Valley.	DoP
5.5	Continue to promote and enhance our reputation as an employer of choice.	DoP
5.6	Promote multiple entry routes to policing.	DoP
5.7	Simplify our policies and processes with due regard to Authorised Professional Practise.	DCC
5.8	Improve the effectiveness and efficiency of the criminal justice through improving the skills of our staff and exploiting technology.	ACC NP&P
5.9	Develop knowledge management strategy to support professional and effective operational service delivery by capturing learning from critical incident management, investigative review board and other oversight structures.	DoI
5.10	Develop problem solving skills of Officers to reduce recidivism and repeat victimisation.	ACC NP&P
5.11	Develop the investigative skills of our staff to reflect the changes in crime type.	ACC Crime

6 Reduce costs and protect the frontline

We will continue to work hard to improve the efficiency of our business. We will make further savings through our productivity strategy and our collaboration programmes and Priority Based Budgeting.

	Action	Chief Officer lead
6.1	Deliver the cost reductions identified in the productivity strategy for 2015/16.	DoF
6.2	Continue to develop the productivity strategy for 2016-17 to 2017-18.	DCC
6.3	Use a priority based budgeting approach to review the allocation of resources.	DCC
6.4	Identify new opportunities to enhance our service delivery through innovation, collaboration and partnership.	DCC
6.5	Rationalise our estate and optimise the use of space.	DCC
6.6	Reduce our carbon footprint.	DCC
6.7	Improve efficiency by enabling more agile working through appropriate working environments, equipment provision and removal of cultural obstructions.	DCC
6.8	Transform the Procurement function to facilitate working with the business to deliver significant contract/procurement savings.	DoF

Key to Abbreviations

DCC	Deputy Chief Constable
ACC RC & CT	Assistant Chief Constable Regional Crime and Counter Terrorism
ACC NP&P	Assistant Chief Constable Neighbourhood Policing and Partnerships
ACC Crime	Assistant Chief Constable Crime
DoP	Director of People
DoI	Director of Information
DoF	Director of Finance

Single Equality Scheme Objectives

In accordance with the Equality Act 2010 public bodies are required to publish four-year Equality Objectives. These Objectives are incorporated within the Thames Valley Single Equality Scheme Delivery Plan.

Equality Objective 1

To ensure Thames Valley Police employs a diverse workforce that more closely represents the communities in Thames Valley with a focus on BME representation.

Equality Objective 2

Improve confidence and trust in the service provided by Thames Valley Police through effective community engagement.

Equality Objective 3

To maintain a focus on the appropriate and effective use of Stop & Search, to ensure its use is understood & communicated to the communities of Thames Valley.

Equality Objective 4

To work with partners to improve the experience and outcomes of people experiencing mental ill health.

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PERFORMANCE SCRUTINY COMMITTEE– 14 MAY 2015

OXFORDSHIRE THRIVING FAMILIES

Report by Deputy Director Lucy Butler

Introduction

1. This paper outlines the achievements and outcomes of phase 1 of the Thriving Families programme in Oxfordshire which ran from 2012-2015. This includes some analysis of how the programme delivered against the aims and objectives set out in the outcomes plan and how success was measured. Information on which teams from the Children, Education and Families Directorate worked with the identified families is set out.
2. Oxfordshire is now an early implementer of phase 2 of the programme and the paper includes an overview of the outcomes plan for this stage of work and an update on recent progress. A feature of this phase of the work is an intention to work more closely with health services and this is explained more fully below.
3. An aim of this next phase of the programme is to bring further transformation to the way services work together. Children's Services within the Council are piloting new ways of working together. This will inform the next steps of the programme.

Phase 1 of the Thriving Families Programme in Oxfordshire

4. The national Troubled Families programme was launched in 2011. The Oxfordshire Programme, known as the "Thriving Families Programme" was set the task of identifying 810 families who had 2 or 3 of the following "family problems"
 1. Children not attending school
 2. Adults out of work
 3. Families involved in anti-social behaviour or youth crime.

Outcomes of phase 1

5. Over the 3 years from April 2012 the programme in Oxfordshire identified 810 families and demonstrated improvement for the total number such that the payment by result was successfully claimed for the whole cohort.
6. Of the **810 families** identified
 - **743 families** saw significant improvement in school attendance, to at least 85% attendance over the school year
 - **607 families** entered continuous employment or engaged in work related activities (Apprenticeships, Work Experience, Volunteering, Permitted Work, Work Choice, Non-Mandatory Training Courses) for at least 13 weeks
 - **443 families** previously engaged in anti-social behaviour or youth crime did not commit further offences for at least 6 months
7. For each family there was often a need for input from two or more services. The table below sets out the number of County Council services who were engaged with the families. In addition to this there was considerable input from a range of partner

organisations including Job Centre Plus (who had a worker seconded to work with the Thriving Families Teams), schools, probation, police and housing services.

8. This table shows the number of families in each Early Intervention Hub locality and also in each CEF locality. The total number of families is listed in the right hand column.

	Early intervention hubs							CEF locality			County
	Banbury	Bicester	East Oxford	Little-more	South East Oxon	South West Oxon	West Oxon	North	Central	South	Oxon
Thriving Families (TFs) living in area (auditable list)	106	68	134	163	118	124	103	277	297	242	816
Who worked with the families?											
Just the Thriving Families team	9	5	16	25	15	24	10	24	41	39	104
Just EI (Early Intervention) team	15	12	19	25	10	22	21	48	44	32	124
Just social care	30	13	38	52	27	26	22	65	90	53	208
Just the Youth Offending Service	3	2	5	8	8	4	5	10	13	12	35
Thriving Families team and EI	0	1	0	3		2	2	3	3	2	8
Thriving Families team & social care	5	3	7	4	11	2	1	9	11	13	33
Thriving Families team and Youth Offending Service	0	0	2	1	1	3	1	1	3	4	8
EI team and Youth Offending Service	2	1	0	1	2	2	0	3	1	4	8
EI team and social care	19	9	10	17	3	14	13	41	27	17	85
Social care and Youth Offending	2	2	1	2	3	0	3	7	3	3	13
Thriving families, EI team and Youth offending service	2	0	0	0	0	0	1	3	0	0	3
Thriving families, Social Care & Youth offending service	2	0	0	0	2	0	0	2	0	2	4
EI Team, Social Care & Youth offending	1	6		4	1	2	2	9	4	3	16
EI Team, Thriving Families Team, Social care and YOS	0	0	1	0	1	3	1	1	1	4	6
Families worked with by other organisations, e.g schools											161

Cost savings

- 9. During the course of phase 1 analysis of the cost savings to agencies was calculated. The conclusion was that for every pound invested there was a cost saving of **£3.22** to public services.
- 10. The savings were calculated using a nationally agreed methodology, with indicative amounts agreed for a range of circumstances, e.g a court appearance, benefits payments, medical appointments, social care intervention etc. The notional savings reported are based on the reduction in these events for all the families in the programme.

Case Studies

- 11. There are many examples of good outcomes for families as a result of the whole family working undertaken in phase 1 of the programme. Two “outcome star” reports are included in appendix 1 to illustrate this.
- 12. The Thriving Families team use “outcome stars” with individuals and with the whole family so that everyone can see progress being made. Individual members of the family complete the assessment at the beginning of their involvement with a Thriving Families Worker and then re-assess their scores periodically. The same process is undertaken by the whole family together, using a similar set of criteria to measure where they are. At the end of the intervention a final assessment will be completed and the difference between the baseline and final assessments can be used to give a proxy indicator of progress that the family describe for themselves. The criteria used by the families in assessing themselves are:

For the individual outcome star	For the Family Star
<ul style="list-style-type: none"> • Physical health • Where you live • Being safe • Relationships • Feeling and behaviour • Friends • Confidence and self esteem • Education and learning 	<ul style="list-style-type: none"> • Physical health • Your wellbeing • Meeting emotional needs • Keeping your children safe • Social networks • Education and learning • Boundaries and behaviour • Family routine • Home and money • Progress to work

- 13. The individuals or families can see the differences in the scores of “before and after” on their own assessments (see the Annex for some examples of these). The analysis of the differences for all the individuals and families who completed the assessments in phase 1 is summarised in the tables below.

My Star Scores for all individuals completing this assessment in phase 1

	Oxfordshire Average
Baseline Star	2.60
Most Recent Star	3.40
Change	0.80
Percentage Change	30.77%

Family Star Plus scores for all families completing this assessment in phase 1

	Oxfordshire Average
Baseline Star	4.39
Most current Star	6.41
Change	2.01
Percentage Change	45.81%

The features of phase 2 of the programme

14. The delivery of 100% performance in phase 1 of the programme has led to very strong working relationships with the Troubled Families Unit in the Department for Communities and Local Government. Oxfordshire became an early implementer of phase 2 of the programme in September 2014 ahead of the national roll out in April 2015.
15. In Phase 2 of the programme Oxfordshire have been asked to identify and work with 2890 families over 5 years from 2015 to 2020. This work will be based on a Payment by Result system, with a payment granted to the Council for identifying the family and a further payment applied for when sustained change can be reported. The claim for sustained change has to be sent with proof that all of the identifying “family problems” have been alleviated and there has been a sustained period of change. Internal Auditors at the County Council have been overseeing the development of the plan to ensure that claims will only be made using robust evidence.
16. There is currently a limit on the number of families who can be identified each year, with 434 families identified by the end of March 2015 and a further 492 to be identified in 2015-16.

The Outcomes Plan for phase 2 in Oxfordshire

17. The development of the outcomes plan for phase 2 is based on 6 family problems rather than just the 3 used in phase one. Decisions on the indicators and outcome measures to use in Oxfordshire were made in collaboration with the central team and led to the Oxfordshire plan being used as a national exemplar, along with 5 others. The process used in Oxfordshire has been used to formulate national guidance for phase 2.
18. The Outcomes Plan for phase 2 of the programme is summarised in the table below. Features of the outcomes plan for Oxfordshire include
 - The measure used to identify a family for the programme is the same measure used to claim that an outcome has been achieved.
 - Families with 2 or more of the “family problems” in the list can be identified for the programme.

- Regular reports from a range of partners (including the police and probation) enable identification of families and tracking of progress.
- County Council Internal Auditors have been involved in ensuring that claims for identifying families and for proving changes in outcomes are robust .
- A Cost Savings Calculator is being set up nationally to give richer data on the savings to public services as a result of changes in the families.

19. Closer working with the health service is an important part of implementing this plan. This will include working with GPs, mental health services (for children and adults), community nurses (such as health visitors and school health nurses) to flag Thriving Families in their client records. We will also be enabling the County Council teams to develop even more effective ways of working with health services. Our early work on this is seen as a national exemplar and we will be hosting a visit from representatives of the Department of Health and The Troubled Families Unit in May 2015.

The outcomes plan for phase 2 is summarised in the table below:

Family Problem	Identifier	Outcome measure	Period
Parents and young people involved in crime or antisocial behaviour	<ul style="list-style-type: none"> • Anti social behaviour incidents • Young people offending • Adults found guilty of an offence 	60% reduction in incidents 33% reduction across the family No further offences	6 months
Children who have not been attending school regularly	<ul style="list-style-type: none"> • Attendance below 90% over 3 consecutive terms • 3 fixed term exclusions over 3 consecutive terms 	Attendance above 90% Less than 3 fixed term exclusions	For 3 consecutive terms
Children who need help	<ul style="list-style-type: none"> • A child subject to a Child in Need Plan with neglect as the primary reason • A child subject to a Child Protection Plan with neglect as the primary reason 	Child is not escalated to a Child Protection Plan or Social Care Plan and does not become Looked After Child is stepped down to a Child in Need Plan	6 months
Adults out of work or at risk of financial exclusion; Young People at risk of worklessness	<ul style="list-style-type: none"> • Adult on "out of work" benefits • Adult on "out of work" benefits excluding Job Seekers Allowance • Young people registered as not being in Education, Employment and Training 	Adult moved off benefit and into continuous employment Adult on "out of work" benefits is engaged in work related activity* Young person is engaged in training, work or work related activity*	Job seekers 26 weeks, others 13 weeks 13 weeks 13 weeks
Families affected by domestic abuse and violence	<ul style="list-style-type: none"> • Domestic abuse reports with Child Present (to the police) 	No further reports	6 months
Parents and children with a range of health problems	<ul style="list-style-type: none"> • Adults with drug or alcohol problems • A child with an Education, Health and Care Plan with more than 3 Fixed Term 	Successful completion of treatment	6 months

	Exclusions or less than 90% attendance • A child with caring responsibilities with more than 3 Fixed Term Exclusions or less than 90% attendance	Fewer than 3 fixed term exclusions or more than 90% attendance	For 3 consecutive terms
--	---	--	-------------------------

*work related activity comprises Apprenticeships, work experience, volunteering, permitted work, Work Choice, non-mandatory training courses

Next steps

- 20. The operational work of Thriving Families is currently fully integrated into the Early Intervention Service. The Early Intervention Service are continuing to work more closely with children’s social care teams to ensure seamless support for children, young people and families. This includes a more intensive Thriving Families approach, where it is required and builds on the outcome plan for Phase 2 of the Thriving Families programme.
- 21. There is currently a pilot project running in the north of the county. It provides intensive family support on a multi-agency basis, building on the Thriving Families approach. The pilot focuses on supporting families where the children are at risk of neglect. The results will help inform this work. As part of the pilot the Thriving Families programme is funding dedicated Job Centre Plus workers to provide additional support to families. The learning from this will further build on the outcome plan for Phase 2 of the Thriving Families programme.

RECOMMENDATION

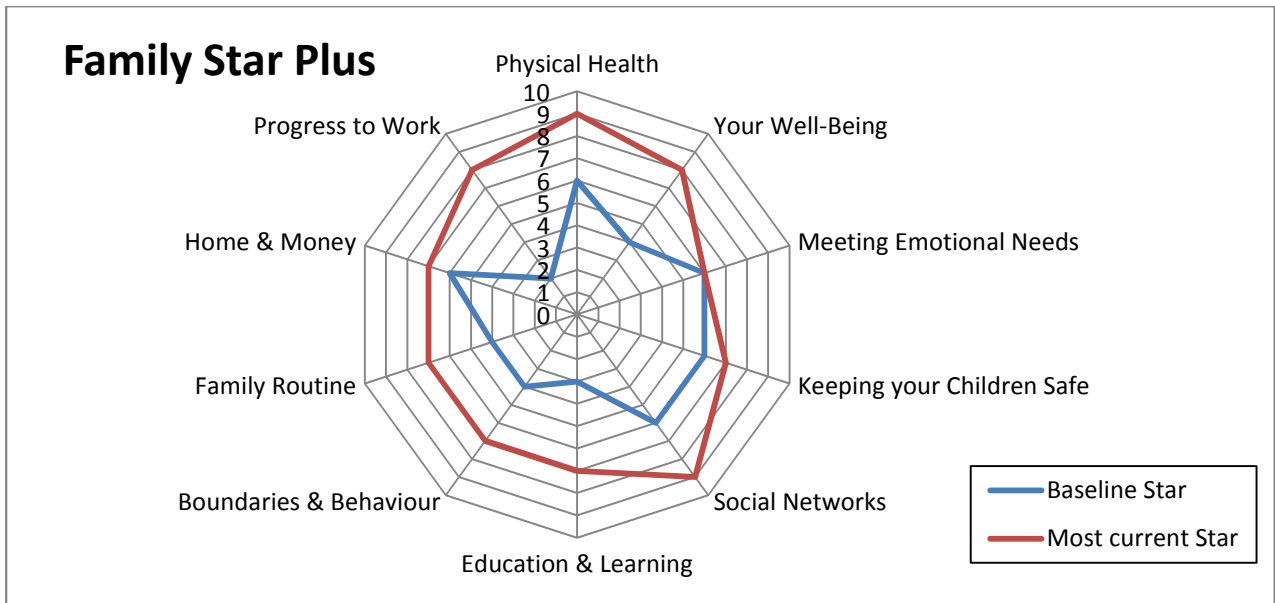
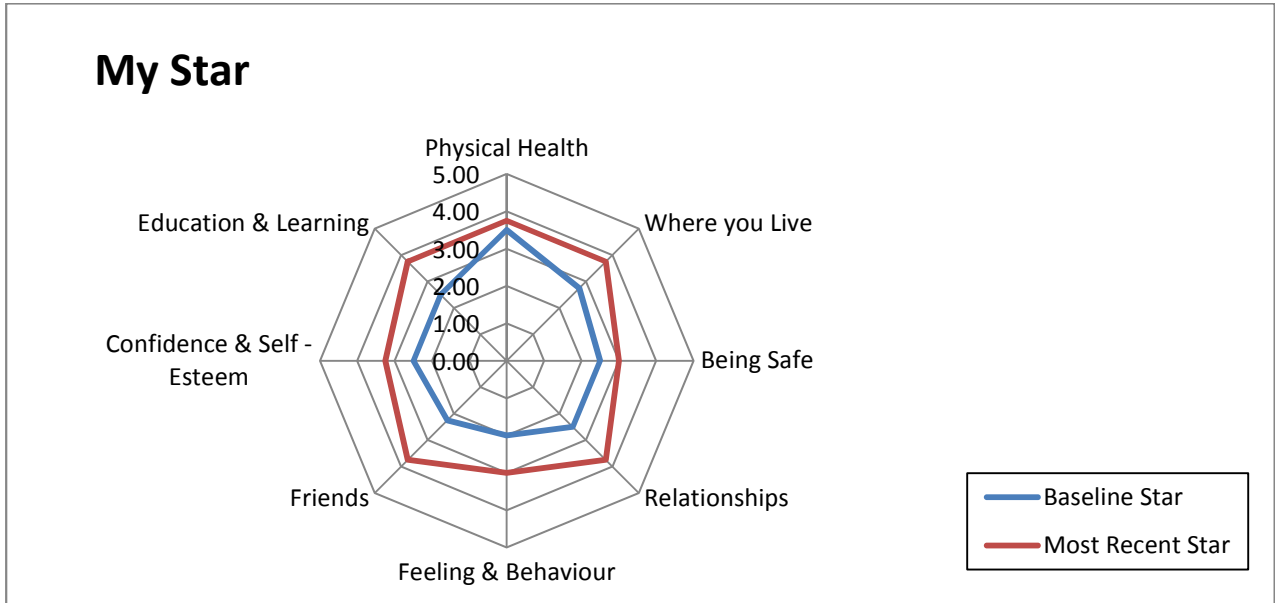
- 22. **The Performance Scrutiny Committee is RECOMMENDED to note this report.**

Lucy Butler
Deputy Director

Contact Officer: Jackie Wilderspin, Public Health Specialist, x 8661
Tan Lea, Early Intervention Manager, x 5902

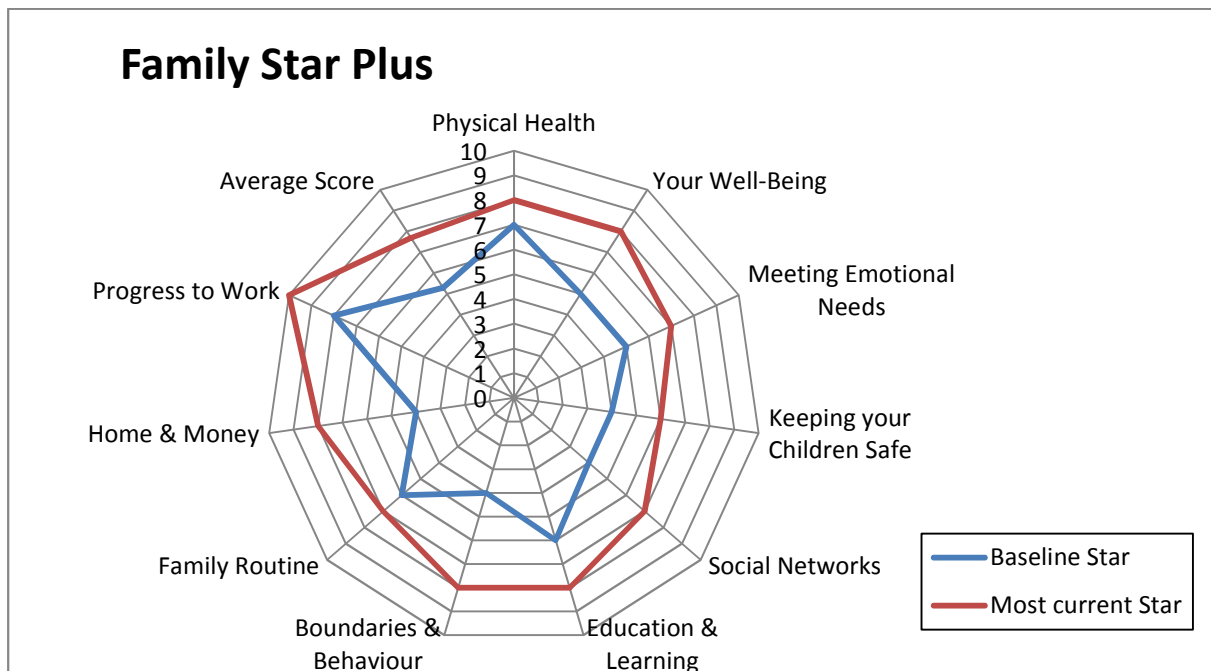
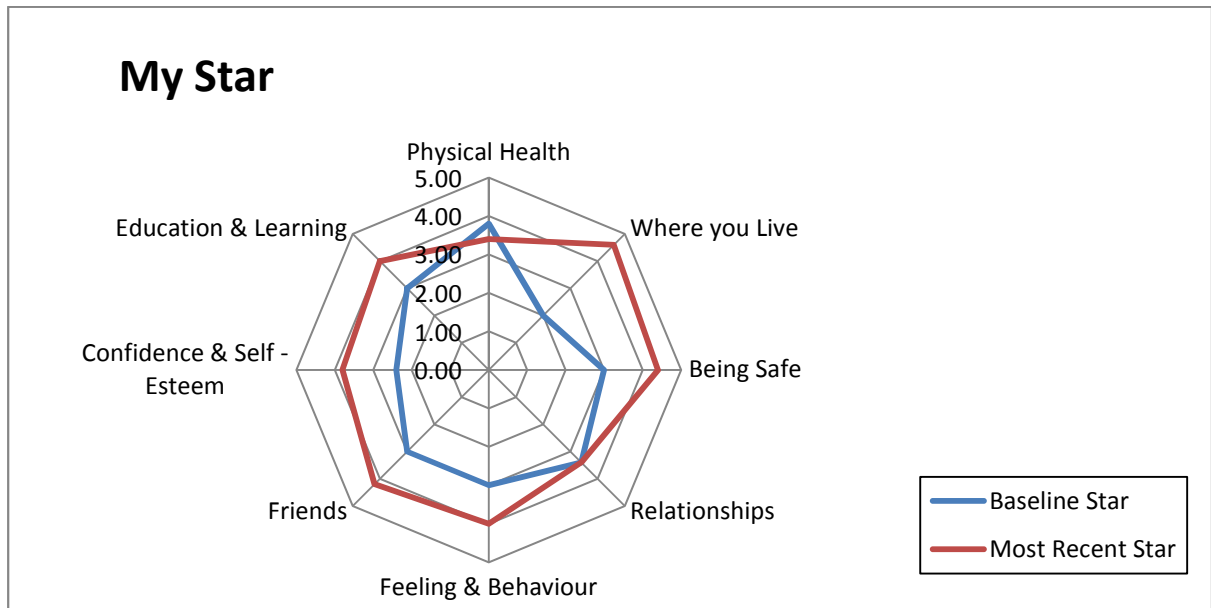
May 2015

Thriving Families Scorecard
Family M - Worked with for 18 Months



<u>Heading</u>	<u>Criteria</u>	<u>Before</u>	<u>Current</u>	<u>Impact</u>
Education	School Attendance	79.5%	93.5%	15.6% Increase
	Fixed term exclusions	9	0	100% Decrease
Offending	Youth offending	5	1	80% Decrease
	Reported DV	0	1	100% Increase
Work	In employment	No	Yes	

Family S,P,N



<u>Heading</u>	<u>Criteria</u>	<u>Before</u>	<u>Current</u>	<u>Impact</u>
Education	School Attendance	93.4%	97.9%	4.4% Increase
	Fixed term exclusions	0	0	0%
Offending	Youth offending	0	0	0%
	Reported DV	1	0	100% Decrease
Work	In employment	Yes	Yes	

PERFORMANCE SCRUTINY COMMITTEE - 14 MAY 2015

SCRUTINY ANNUAL REPORT

Report by Head of Policy

Background

1. This report introduces the draft Scrutiny Annual Report for consideration by the Performance Scrutiny Committee.
2. The aim of the report is to review the workings of the scrutiny committees and cabinet advisory groups, focusing on the outcomes that have been achieved.
3. It has been drafted in partnership between the Chairmen and Scrutiny Officers and the content agreed with each committee. It was supported by the Audit & Governance Committee on 22nd April. The report is attached as Annex 1.

Next Steps

4. The final report will be presented to full Council on 19th May 2015.

Recommendations

5. **Performance Scrutiny Committee is asked to:**
 - **Discuss and support the Scrutiny Annual Report**
 - **Offer any comments to Council on 19th May**

Maggie Scott
Head of Policy

Contact Officer: Claire Phillips, Senior Policy and Performance Officer; Tel: 3967

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**OXFORDSHIRE
COUNTY COUNCIL**

Scrutiny Annual Report

2014 – 2015

Foreword

2014-15 has been a busy year for our Scrutiny Committees. It has also been a time of change for the Cabinet Advisory Groups, as two have reported on their findings.

Our Committees have been involved in improving service provision, informing policy development, and ensuring transparency in service delivery. We have held service deliverers to account and addressed issues of concern for our community.

Following the introduction of the governance arrangements and the Monitoring Officer's Governance and Constitutional reviews, our Scrutiny Committees have been responding to recommendations. It has been cemented that scrutiny committees are an effective means of reviewing educational issues, health services and performance management as well as that transparency and targeted scrutiny are essential.

The Service & Resource Planning process for 2015/16 to 2017/18 set out a number of pressures for the County Council to deal with and as we look forward the role of the Scrutiny Committees will become increasingly important to ensure service delivery is not compromised as budgets continue to reduce.

Scrutiny plays a pivotal role in delivering democracy and ensuring the Council's services are delivered to the highest standards. Faced with uncertain times as governance processes are set to change we remain committed to our scrutiny role. Challenging and scrutinising specific service areas, to ensure that the Council delivers effective services to the communities that live and work in Oxfordshire remains our priority.

Cllr Liz Brighthouse OBE – Chairman of the Performance Scrutiny Committee

Cllr Mark Gray – Chairman of the Education Scrutiny Committee

Cllr Yvonne Constance OBE – Chairman of the Oxfordshire Joint Health Overview & Scrutiny Committee

Introduction

Since the last Scrutiny Annual Report, the scrutiny function has made some changes as part of the Governance and Constitutional Reviews. The committees have become more strategic in their focus and look at issues in a more cross cutting way. They have driven a more towards greater openness and transparency which manifests itself as services being more open to challenge.

The Governance Review looked at the decision-making arrangements which took effect in May 2013 and assessed their effectiveness in engaging members more fully and integrating policy and performance management more closely.

The Constitution Review assessed the full Constitution and in particular key sections such as the Council, Cabinet, Scrutiny, Contract and Financial Procedure Rules – updating, clarifying and improving the rules which underpin the Council's governance.

The reviews noted the Scrutiny Committee's must continue to work towards developing a more targeted focus, on key issues and performance. For example, using member briefings to increase specialist knowledge and carrying out reviews of specific areas of concern. Furthermore the reviews requested that Cabinet Advisory Groups ensure they are contributing effectively and visibly.

The scrutiny functions responded by striving for greater clarity on issues of concern, holding regular Chairmen's meetings to share information and holding service deliverers to account publicly. Where matters fall within the remit of more than one Scrutiny Committee the Chairmen of the relevant Scrutiny Committees determine which of them will assume responsibility for the particular issue to ensure effective scrutiny and to avoid duplication.

The Council has faced a continually changing and difficult working environment this year and the Scrutiny Committees have needed to respond. They have ensured a focus on priority issues where their scrutiny can add real value and insight. They have strived to inform decision making and challenged process and service delivery where they can make the most impact and affect outcomes for Oxfordshire residents. This is an area the Committee's will continue to work on in the coming year to ensure they are focused in the right directions.

This Scrutiny Annual Report provides an overview of the work of the Council's Overview and Scrutiny Committees in 2014/15.

This report is structured by Committee. It explores some of the areas of work each of the Committees have undertaken over the last year and highlights where influence has been greatest. The intention of the report is to provide an overview of the work of the Scrutiny Committee's and Cabinet Advisory Groups. It emphasises areas where scrutiny has had a tangible impact on decision-making, and therefore on the lives of the people of Oxfordshire. The broad range of case studies demonstrates the nature and breadth of issues that the committees have scrutinised.

The response of responsible authorities to the recent Serious Case Review into Child Sexual Exploitation in Oxfordshire is an important area for scrutiny in the coming year. All three committees will have a role in scrutinising activity to address the recommendations in the report.

Membership details for the Scrutiny Committees are provided in Annex 1.

Performance Scrutiny Committee

The Performance Scrutiny Committee has a membership of 11 county councillors and is chaired by Cllr Liz Brighthouse OBE. The county councillor membership is politically proportional to the membership of the Council. The Committee met 8 times in 2014/2015. Some of its key functions, as outlined in the Constitution, include:

- Responsible for scrutinising the performance of the council
- Providing a focused review of corporate performance, directorate performance
- Financial reporting and budget scrutiny
- Responsible for raising queries or issues of concern that may occur over decisions being taken in relation to adult social care, to provide a specific committee for addressing such queries.
- The committee that discharges the Council's scrutiny responsibilities under the Crime and Justice Act 2006, to review and scrutinise decisions made or actions taken by community safety partners.

Budget Process

The Performance Scrutiny Committee has overall responsibility for scrutinising budget proposals. The preparation of budget proposals for the period 2015/16 to 2017/18 was a refresh of the previous year's budget but provided just as much challenge for the council as in previous years due to the further savings that were required. Cuts to the grant the council receives from government and a limited ability to raise funds through increases in council tax mean that by 2018 the Council will have made savings of £292m since 2010. So far the council has worked hard to deliver efficiencies and savings of £204million. But we still have a further £88m worth of annual savings to make. As the need to make savings continues, the necessity to make significant cuts to service provision become more likely.

The Committee are committed to the principle of transparency in the budget setting process and have continued to ensure that there is effective challenge to proposals; not just through their scrutiny, but improved briefing and engagement of all members at an early stage in the process.

During their deliberation of the budget proposals the Committee identified a number of issues that it urged Cabinet to consider over the coming year prior to the next budget planning cycle:

- Reviewing the potential impact and related increase in cost of paying social care providers at a level that allowed them to pay care workers the living wage.
- The interdependency between the reshaping of early help services and the need for wider change to the shape and structure of services across the whole Children, Education and Families directorate.
- The opportunity for the library service to develop in a way that supports a broader move to digital access of our services.
- Asking directorates to review the level of challenge within performance indicators and the proposed targets, to ensure that they are realistic and manageable.

Overall the Committee sent a clear message to Cabinet that there was a need to maintain the quality of Council services when making savings, particularly where they are delivered through contracts. As a result the Committee identified the need to be directly involved in the scrutiny of contract performance, to ensure that effective public scrutiny takes place. The Committee also asked Cabinet to consider the need to maximise income generation opportunities across all directorates.

Performance Management

Having spent the first year taking a broad perspective across all service areas, the Committee have created a tighter focus to scrutiny this year. They have held more detailed discussions about specific service areas, enabling a more in depth consideration and challenge.

The Council spend £450m on commissioned services. This equates to 65% of the councils non-schools total budget and capital programme. As the need to make savings deepens it becomes more crucial to ensure that commissioned services deliver the quality services expected. The Performance Scrutiny Committee has demonstrated their commitment to this principle by focusing attention on the performance and management of contracts.

Last year, the Committee identified concerns with the effectiveness of the highways contract. Following a public investigation of the performance of the highways contract by the Committee there was an initial improvement in performance. The Committee have continued to monitor performance in this area and investigated the implementation of actions recommended following a peer review, together with officers and representatives from Skanska. The Committee identified that there was still improvement to be made in planning work to respond to problems of managing a declining road system, communications between the council and provider, and monthly performance management. The Committee urged officers to expedite their work to implement these improvements.

Safeguarding of Children

The Performance Scrutiny Committee acknowledges its vital role in scrutinising the work that the council undertakes, together with partners, to safeguard children. The members are committed to ensuring the council is effectively safeguarding the most vulnerable people within our communities.

Through the quarterly scrutiny of performance it became clear to the Committee that the council's children's social care services were under pressure. They regularly reported high numbers of children being placed on child protection plans and coming into our care, with an accompanying difficulty in carrying out reviews and visits to these children within the required timescales. The early stages of the service and resource planning process also revealed that this was causing considerable pressure on budgets. The Deputy Director for Children's Social Care, together with the Cabinet Member for Children, Education and Families, were invited to speak to the Committee. The Committee explored the current levels of demand and caseloads and discussed the underlying causes. The Committee were reassured by observations from OFSTED inspectors that caseloads per social worker were in line with or below the national average. They were then encouraged by early plans for a pilot in the north of the county to tackle the underlying causes of the current demand.

The pilot will focus on neglect and more joined up working practices. The Committee invited officers to return to report on the findings of the pilot. Members will further explore how to maximise the benefit from any identified good practice, both challenging and supporting the service to work out appropriate solutions

In May 2014 the Cabinet Advisory Group on the Strategic Assurance Framework for Safeguarding Children and Young People made a series of recommendations to Cabinet. A cabinet advisory group is a task and finish group set up to examine topics selected by Cabinet which align to corporate council priorities. The purpose of this group was to consider the existing strategic assurance framework for safeguarding children and young people and make any recommendations to Cabinet for changes. One of the recommendations adopted by Cabinet was for the Performance Scrutiny Committee to review how they monitor and performance manage the key safeguarding and child protection work of the Council and its key partners.

Consequently, the Committee have initiated closer working with the Oxfordshire Children's Safeguarding Board (OCSB) and invited Maggie Blyth, the independent chair of the board to present her annual report. The Committee discussed the work of the Kingfisher Team in safeguarding those children at risk of child sexual exploitation. It was agreed that Maggie Blyth would return to the Committee later in the year to present the findings of an independent review of the team later in the year; giving the Committee to consider implications for the council. The Committee explored in some detail the safeguarding risk presented by children who go missing regularly. They were particularly concerned with how reporting in this area can be improved across partners to better understand how missing children can be better supported and protected. It was agreed that further work would be carried out between the board and the council to propose effective reporting around missing children, to be discussed in March 2015.

Adult Social Care

As well as recognising the vital role in scrutinising the work that the council undertakes with children, the Performance Scrutiny Committee also acknowledges an equivalent responsibility to scrutinise adult social care activity.

Through the quarterly scrutiny of performance the Committee members identified that there was a continuing trend of poor performance around the Council's reablement services provided by Oxford Health and commissioned by the Council. Reablement offers short term support designed to help people regain independence after ill health. The contract is managed through the Joint Commissioning Team so the deputy director attended the Committee to provide further evidence and discuss the Committee's concerns. The Committee examined the contract arrangements and performance in detail and revealed underlying causes around workforce availability and community based referrals. Work is taking place within the service, the results of which will be further scrutinised by the Committee to ensure that it an effective response to the underlying problems is implemented.

The Committee also explored the wider issue of adult safeguarding, seeking to understand the extent of the Council's responsibility. The Committee addressed issues around the referral process, definitions of abuse and appropriate monitoring and performance tools. The key outcome was an agreement for the Committee to

examine the annual report of the Oxfordshire Safeguarding Board, later this year and then in all subsequent years. The Committee wish to use their examination as an opportunity to ask searching questions, explore information in more depth and ensure agreed actions are implemented.

Call In

The call-in procedure allows the Performance Scrutiny Committee to compel the Cabinet to reconsider a decision made by its members, but not yet implemented. There must be compelling grounds for review. The Committee has considered two call in requests this year.

Middleton Stoney Road, Bicester: Proposed Road Humps and Puffin Crossing

The Cabinet Member for the Environment had made a decision to create road traffic calming measures on the Middleton Stoney Road, in line with a previous planning application to Cherwell District Council. The Committee explored the grounds for the call in and agreed that there was sufficient doubt about the process and nature of the public consultation carried out prior to the decision being made to mean that it was not 'proper' consultation. The Committee referred the decision back to Cabinet on the grounds that there was insufficient consultation with local county councillors.

Proposed Pelican Crossings - A415 Marcham Road and Ock Street, Abingdon

The Cabinet Member for the Environment made a similar decision to provide and move pelican crossings in Abingdon, again in line with a previous planning application. The Committee considered it was the responsibility of the council to carry out an assessment of the impact of the proposals on the wider traffic network. They also challenged officers on the basis that although guidance had been referred to it was not explicitly guidance that related to the sighting of pedestrian crossings. The Committee agreed to refer the decision back to Cabinet on the grounds that neither the officer's report nor the Cabinet Member's decision appeared to be based on the Department of Transport Guidance into the assessment of pedestrian crossing sites; and that the Cabinet Member did not take due account of the impact of the changes on the wider local traffic network.

Forward Planning

The council continues to face challenging and changing times. There is likely to be a further squeeze on funding following the general election. In response, the organisation is considering a new shape and structure as it modernises. The Committee will look to identify issues that are of most significance to the council as a basis for the forward plan of work.

The Performance Scrutiny Committee is committed to strengthening its role in providing robust challenge to the performance of the council. Over the next year the Committee will continue to conduct public scrutiny of the performance of commissioned services and focus on holding detailed discussions about specific service areas, enabling a more in depth consideration and challenge. The Committee also seeks to maximise the effect of its role in scrutinising the way in which the most vulnerable members of society are safeguarded.

Education Scrutiny Committee

The Education Scrutiny Committee has a membership of 11 county councillors, 4 co-opted members and is chaired by Cllr Mark Gray. The county councillor membership is politically proportional to the membership of the Council. The Committee met 4 times in 2014/2015.

In 2014/2015 there was a standing working group chaired by Cllr John Howson, focusing on educational attainment. The group met 3 times and it concluded its work in January 2015, when a report of its key findings was presented to and endorsed by the Committee.

The Education Scrutiny Committee provides a county wide view of the provision of all the schools in Oxfordshire. As stated in the Terms of Reference of the Committee, the key functions of the Committee include:

- To assist the Council in its role of championing good educational outcomes for Oxfordshire's children and young people;
- To provide a challenge to schools and academies and to hold them to account for their academic performance;
- To promote joined up working across organisations in the education sector within Oxfordshire;
- To review the bigger picture affecting academic achievement in the county so as to facilitate the achievement of good outcomes;
- To represent the community of Oxfordshire in the development of academic achievement across the county, including responding to formal consultations and participating in inter-agency discussions;
- To contribute to the development of educational policy in the county.

Educational Attainment of Vulnerable Groups

Educational performance above the national average at Key Stage 2, and in line with the national average at Key Stage 4. However there are specific vulnerable groups where attainment is noticeably below that of the same cohort nationally. The Committee identified the need to focus on improving outcomes for low attainers and disadvantaged groups.

The Committee uncovered causes for the underperformance of vulnerable groups and challenged officers as regards the support measures in place to narrow the gap in attainment. The Committee highlighted the importance of establishing links to the Oxfordshire Teaching School Alliance and the Schools Forum, and expressed a strong commitment to the principle that raising high aspiration for students is everyone's responsibility.

Looking specifically at the performance of white working class boys, members brought in their own expertise and local knowledge to propose actions for tackling underperformance, and provided concrete examples of best practice from the schools in their areas. Members stressed the importance of role models and mentoring, parental involvement, motivation, and working with voluntary organisations.

As regards looked after children, the Committee raised concern over the high rates of persistent absence among this group, and presented a challenge to officers on the

actions needed to further improve the attainment of the 355 looked after children in Oxfordshire. The Committee highlighted the need to raise the profile of the Virtual School and increase understanding of what it means to be a Corporate Parent among school staff. The chairman committed to visiting the Virtual School team, and sent a message that the challenge for the council was around those schools not undertaking their corporate parenting role.

The educational attainment working group carried out further work into understanding the reasons for low attainment and making sure the right provisions are in place for raising attainment. In addition to reviewing the outcomes at different Key Stages, the working group also looked at the monitoring tools used by officers in their understanding of how successful schools are at achieving their educational aims and how schools can be supported to improve outcomes in the current climate where local authorities have few remaining powers.

The work of the group revealed that there are wide disparities between the best and worst schools in the county irrespective of whether they are council maintained schools, voluntary aided or controlled schools or an academy of any description. The group noted that major concern remains over the lack of progress towards the closing of the gap between different groups despite the provision of Pupil and Service Children Premiums.

At the recommendation of the working group a School Improvement Framework briefing for all councillors was organised in June 2014.

Pupil Premium

The pupil premium is additional funding given to publicly funded schools in England to raise the attainment of disadvantaged pupils and close the gap between them and their peers. Schools use pupil premium differently, and the Committee has sought to understand and scrutinise how pupil premium is being used in schools in disadvantaged areas.

Two schools were invited to give evidence about their use of pupil premium. East Oxford Primary School and St Francis Church of England Primary School presented to the Committee their work using the pupil premium and discussed some of the challenges the schools face. The Committee commended the excellent work of the two schools and emphasised the importance of sharing examples of good practice. The Committee will continue to monitor the use pupil premium and attainment of vulnerable groups across schools in Oxfordshire.

Strengthening the Links with the Schools Forum

As part of its role in reviewing governance agreements and resource allocation, the Committee invited the Schools Forum to address the Committee.

Oxfordshire Schools Forum is made up of representatives of schools and academies in the County, and acts as a consultative body on some issues and a decision making body on others. The forum is responsible for decisions on:

- How much funding may be centrally retained within the Dedicated Schools Grant

- Any proposed carry forward of deficits on central spend from one year to the next
- Proposals to de-delegate funding from maintained primary and secondary schools
- Changes to the scheme of financial management

Members heard from Carole Thomson, chair of the Schools Forum, about the role and work of the organisation. The Committee explored how the relationship between the council and the Schools Forum can be strengthened and urged officers to consider developing a compact on collaboration across wider matters other than finance. It was agreed that further work will be undertaken with the Chair of the Schools Forum, the Cabinet Member and the Chairman of this Committee around the introduction of a compact. Members identified that one way of strengthening ties with the Schools Forum is for members of the Committee to attend the meetings of the Schools Forum to better understand their working. The conversation with the chair of the Schools Forum triggered further interest in school funding and this was considered at subsequent meetings of the Committee.

Use of Schools Revenue Balances

The Committee was keen to understand the current levels of reserves held by council maintained schools and academies in Oxfordshire. In particular, the committee raised concerns over schools keeping large reserves and presented a challenge to officers on the steps taken to claw back money when unreasonable amounts have been kept by schools. The Committee firmly championed the principle of 'today's funding for today's children' and urged schools to make sure money is spent to ensure that every child is able to make educational progress.

Members also raised concern over the position with regard to academy balances, and asked officers to seek a meeting between the Committee and the Commissioner for Schools and to contact the commissioner with a view to getting some assurance on academy balances.

The Committee sent a clear message that the money in reserves should be spent for the education of today's children and asked Cabinet to support a robust approach to the discussion with school with a view to claw back surplus balances.

As a result of the Committee's request to challenge schools with surplus balances, a report was presented to the Committee on the maintained schools identified as having consistently retained surplus revenue balances, and on the work undertaken to challenge these schools about the plans for use of these balances. The Committee were given assurance that the schools identified in the report will be clearly advised that large balances retained over a period of years was not acceptable. It was emphasised that the majority of schools identified in the report had sound reasons for those balances such as being a very small school where changes in numbers of pupils can have a devastating effect on budgets. The Committee identified that it was necessary to take a school by school approach and officers confirmed that they were meeting with a small number of schools where there was particular concern to send a clear message that the County Council is taking this issue seriously.

The work challenging schools on use of balances is expected to be completed by spring 2015.

Universal Free School Meals

The Children and Families Act placed a duty on state-funded schools in England to provide free school meal for all Reception, Year 1 and Year 2 children with effect from September 2014. The Committee received a progress report on the introduction of the new arrangements in July 2014 and subsequently asked for a report on the associated implementation costs of the new arrangements to schools and the council.

The Committee raised concerns that, given the automatic entitlement to free school meals granted by the new arrangements, some parents might choose not to declare their entitlement under the original criteria. This would have a direct impact on the allocation of pupil premium funding in schools. Members discussed how parents can be made aware of the importance of continuing to register for free school meals and provided examples of good practice from local schools. The Committee asked officers to further consider how parents can be encouraged to fill in their claims and how the pupil premium information could be obtained in other ways.

Forward Planning

The Committee will continue to look at the attainment of vulnerable groups, focusing specifically on children with special educational needs and children on the edge of care. Members have invited the Regional Ofsted Inspector to address the Committee regarding the role of Oxfordshire County Council and local authorities generally in education. The Committee will continue to use its expertise to make recommendations and help disseminate information and best practice. The Committee remains committed to providing challenge and scrutiny to ensure that the council delivers on its role as champion of all children in Oxfordshire.

Oxfordshire Joint Health Overview & Scrutiny Committee

The Oxfordshire Joint Health Overview & Scrutiny Committee (HOSC) is a joint Committee and has a membership of 7 county councillors, five district councillors, three co-opted members and is chaired by Cllr Yvonne Constance OBE. The Committee met five times in 2014/15. Some of the prime functions of the Committee include:

- Reviewing and scrutinising any matter relating to the planning, provision and operation of health services in Oxfordshire.
- Reviewing and scrutinising services commissioned and provided by relevant NHS bodies and relevant health service providers.

The Committee elected a new Chairman, Cllr Yvonne Constance OBE, in September who took over from Cllr Stratford who joined the Cabinet. The constitution was updated to reflect new local authority regulations for health scrutiny. The Committee have looked at a variety of health related issues and services to ensure the best health care provision for the residents of Oxfordshire. The Committee have ensured Healthwatch Oxfordshire, the independent organisation for patient experiences of

health and social care in Oxfordshire, is a permanent feature on their agenda. During the past year there have been five significant issues covered by the Committee.

South Central Ambulance Service

The performance of the South Central Ambulance Service has been and continues to be a concern for the Committee. Demand for services has risen in Oxfordshire which has put significant pressure on performance delivery. While Oxford, Cherwell and Oxford City districts perform well the increase in demand has shown a reduction in performance in South Oxfordshire, West Oxfordshire and the Vale of the White Horse. Delays in rural areas are the biggest challenge for the ambulance service. A point highlighted following some serious incidents in these areas which were brought to the attention of members. Additionally the service has seen a change in the pattern of 111 activity which had increased demand and put pressure on the workforce.

These strains on the service combined with concerns about ambulance response to specific incidents led the Committee to call South Central Ambulance Service to account three times in 2014/15. The ambulance service were invited by the Committee to present in detail the difficulties they were facing and provide answers to delays in their response to specific incidents.

While the South Central Ambulance Service performs well in comparison to some areas of England the Committee were keen to understand how national standards were filtering down to the local level. It was essential for the members to understand how ambulance delays were impacting in other areas and what continuity planning the service had in place. The connection with other partners was a key feature to discussions with an emphasis on more joined up working to deal with challenges. Financial cuts to the service are well rehearsed at national levels, but that does not mean Oxfordshire's residents should have a compromised service.

The Committee have challenged the service and their commissioners and emphasised the importance to them of providing a consistent service across Oxfordshire. The Committee continue to monitor service delivery and will delve into the response to specific incidents where they are unsatisfied with the response to ensure that processes are improved and policies reviewed in order to ensure lessons are learnt.

Delayed Transfers of Care

Delayed Transfers of Care continues to be an area of poor performance by Oxfordshire. The number of days of delay for people waiting for social care and further health services is over targets. While efforts to address social care capacity show promise and much progress has been made, all the relevant agencies have acknowledged that there is more to be done in this area.

As a well-publicised and often criticised area this has been on the Committee's radar for some time so it is well placed to take a system wide view of the problem. The Committee pushed for a wide reaching discussion with the main health partners to understand why delayed transfers of care continues to be a problem and how that affects performance in other social care areas. The Committee were given a detailed presentation which highlighted the problems of an increasing ageing population,

changes in demand for services and resource capacity. While health care professionals have been coming together to develop a whole systems plan for addressing unacceptable levels of discharge delays, improvements have been slow.

To ensure they were not looking at delayed transfers of care in isolation the Committee were careful to link in wider social care issues including performance of the reablement service and the utilisation of community hospitals. They probed on ways services could be improved and explored what other issues were at play, including resources, staff retention and housing adaptations. During discussions the Committee were able to flush out some further concerns, including how best to deal with the costs of patient delays.

The Committee emphasised the need for effective whole systems collaboration and that they will be watching closely developments within the Better Care Fund as this should be a means to deliver better outcomes and greater efficiencies through a more integrated service across health and social care.

Having such a wide reaching discussion meant the Committee decided there were some other important issues they needed to explore. Most fittingly outcomes based commissioning and how that could contribute to future service delivery.

Community Hospitals

The Committee have taken an interest in community hospitals this year, as concerns were brought to light about adequate provision. These hospitals provide sub-acute and rehabilitation care, as well as palliative care for people who are not able / do not wish to die at home. Oxfordshire has eight sites with specialist services at some, including stroke rehabilitation and fragility fracture. Oxford Health, NHS Trust Foundation, who provide the service, explained to the Committee the improvements to models of care that had been made over the last two years, including discharge planning.

Concerns about bed numbers, staffing and future provision were addressed. Despite a reduction in actual open beds the Committee understood that the overall service had become more productive with activity remaining high and no detrimental impact on patient safety, quality or satisfaction rates. It was clear that challenges for sustainable and high quality delivery of community hospitals focused around the increased acuity and dependency of the patient population, recruitment of nursing and medical staffing and the state of the community hospital estates.

Recruitment of high calibre nursing staff is not a unique problem to Oxfordshire. It is a national challenge affecting all areas of social and medical care. Members were concerned at the scale of the problem that seemed to be developing. They queried what incentives could be made for nursing staff and what efforts were being made to attract nurses to consider community nursing.

The Committee satisfied themselves that provision in community hospitals was currently meeting the needs of residents. However they acknowledged that a careful juggling act will be required to ensure a balance of resources against need, especially taking into account future growth. The Committee stressed how the

community hospitals were seen as a valuable community resource and were pleased that actions were in place to mitigate challenges.

Primary Care Services

It quickly came to the attention of the Committee this year that they needed to look into the provision of primary care services within Oxfordshire. National concerns about the sustainability of GP services were at the forefront of their minds. With the Departments of Health and NHS England describing their vision of 'Transforming Primary Care' the members wanted to get to the root of the national strategic priorities for improving general practice and what they would mean at a local level.

With Health and Social Care services facing a number of challenges including demographic changes, changes in public expenditure regarding access, workforce pressures and economic and financial challenges, this was a topic of great importance. Oxfordshire's significant growth is set to put further pressure on primary care resources and the members were keen to understand the local challenges and what needed to be done to address need.

Excellent turn out at the Committee meeting considering this item proved to the Committee the importance being placed by the care partners. With a good balance of partners invited the Committee were able to generate an in-depth analysis of the issues surrounding primary care services and to hear what it is like at the 'coalface'.

Collaborative working within Oxfordshire has been generating discussion on the formation of primary care federations. Representatives of two of these federations addressed the committee to explain what benefits they offer to member practices and how services can be improved.

The Committee welcomed understanding better the challenges facing general practice and how the emerging vision and strategy to address these challenges would sustain and improve the quality of primary care.

The strain on resources combined with growth plans in Oxfordshire highlighted to the Committee that there is a risk of a shortfall in medical services as the population of Oxfordshire grows and so they undertook to promote this gap in the current planning system.

While noting the concerns are wider than Oxfordshire the Committee undertook to keep abreast of developments in primary care, both nationally and locally and to continue to actively engage with partners to ensure a good primary care service is maintained within Oxfordshire.

Understanding Substantive Change in Services

In order to have real impact the Committee wanted to ensure that all health providers in Oxfordshire can be held to account regarding service changes. In light of this the Committee agreed a "toolkit", in consultation with health providers to cement a joint understanding of substantive changes in services and when the Committee need to be consulted on such changes. Improving this understanding means the Committee now has an enhanced capability to scrutinise service changes by health partners and

ensure that changes to services are not made without proper consideration of the effect on service users.

Forward Planning

The Committee is keen to make service delivery and patient experience central to its work. In addition to reviewing and scrutinising planned changes in the provision of healthcare in Oxfordshire, the Committee will be looking carefully at the impact on patients. The Committee will continue to scrutinise performance and quality of service issues as they arise and hold health partners to account where services are unacceptable. Improving the quality of care and ensuring value for money for Oxfordshire residents remains at the forefront of the Committee's work. The planned usage of the Better Care Fund in Oxfordshire, will be a key part of the Committee's work in the coming year.

Cabinet Advisory Groups (CAG)

There is currently one Cabinet Advisory Groups in operation - Children's Early Intervention Services. Two further Cabinet Advisory Groups - Children and Young People's Safeguarding Assurance & Minerals and Waste finalised their work during 2014. The Income Generation Cabinet Advisory Group remained dormant.

Early Intervention CAG (*active*)

The role of the Children's Early Intervention Cabinet Advisory Group is to explore the issues related to the future provision of early intervention services for children in Oxfordshire and make recommendations with particular regard to cost-saving. The key tasks and responsibilities of the group are:

- To consider the emerging national evidence and policy relating to children's centres and early intervention services.
- To undertake visits to children's centres and early intervention hubs as necessary to help inform thinking.
- To conduct research, community and other consultation in the analysis of policy and possible options.
- To liaise with other organisations operating within Oxfordshire, whether national, regional or local.
- To consider relevant benchmarking with other authorities.
- To consider any petitions, received by the Council which may be of relevance to the topic area under consideration.
- To submit findings and recommendations to the Cabinet.

The Cabinet Advisory Group met eight times in 2014/15. Work to date has focused on a needs analysis based on deprivation, the district level current provision and the potential impact of differing funding mechanisms. The group also made a visit to Gloucestershire in December to explore Gloucestershire County Council's approach to the same issues. The CAG will report to Cabinet in Summer 2015.

Children and Young People's Safeguarding Assurance (*finalised*)

The Children and Young People's Safeguarding Assurance Arrangements Cabinet Advisory Group was set up to consider the existing strategic assurance framework

for safeguarding children and young people. It was chaired by Cllr Melinda Tilley as the Cabinet Member for Children, Education and Families.

The group reported to Cabinet on 13 May 2014, when all 14 recommendations were accepted. These are now being implemented with progress against the action plan being monitored.

The group last met in July 2014 to review the action plan for taking the recommendations forward. This was the last meeting.

Recommendations of the Cabinet Advisory Group which have been implemented include:

- Bi-annual safeguarding briefings for councillors on the work of the Oxfordshire Safeguarding Children Board (OSCB) and associated issues. The first of these took place on 21 January 2015 and the next is scheduled for 17 June 2015.
- The annual report of the OSCB has been shared widely throughout the organisation. The report was emailed directly to all councillors, and has been seen at CCMT, the Corporate Parenting Panel, Cabinet and full Council.
- Formal protocols are now in place for the joint working between the OSCB and the Children's Trust, and between the OSCB and the Health and Wellbeing Board.
- The Performance Scrutiny Committee has reviewed the current safeguarding key performance indicators.
- The Education Scrutiny Committee has received the Virtual School of Looked After Children Annual Report.
- Locality-specific information on children's safeguarding and corporate parenting has been provided to member locality meetings. This will be an annual item.
- The Director for Children's Services reported to Cabinet on action taken in response to the serious case review for Child H on 25 November 2014. Bi-annual reports to Cabinet will cover all serious case reviews in the preceding 6 month period.
- The role of the Corporate Parenting Panel has been reviewed.

Other on-going work includes:

- A review is being undertaken to understand and rationalise the working relationships between external partners, including the OSCB and Community Safety.
- The Director for Children's Services is considering further improvements with regards to communication and briefings for members on all aspects of children's safeguarding.

Minerals and Waste (finalised)

The Minerals and Waste Cabinet Advisory Group was formed in July 2013 to provide member engagement in the process of developing the new Minerals and Waste Local Plan. Recognising the legitimate interest of a range of members in this issue it was not subject to the usual rules around maximum size and political balance.

The group has held nine meetings, concerned in particular with strategic planning issues and the need to refresh the Oxfordshire Local Aggregate Assessment, including consultation with stakeholders, and discharge of the Duty to Co-operate. The Group reported to Cabinet, including in its deliberations on the Minerals and Waste Local Plan (Part 1 - Core Strategy) on 25 November 2014, to which a number of members contributed.

The group has had no further meetings as the Core Strategy is awaiting a Full Council decision following the Cabinet meeting, prior to submission to the Planning Inspectorate. Further meetings may be required as the Council moves towards adoption of a full Plan, however as this will follow the Inspector's report they are likely to fall in 2016.

Income Generation (dormant)

The Income Generation Cabinet Advisory Group was formed in July 2013 to explore options for increasing income generation as part of meeting the required savings target in the developing MTFP. The group focussed on reviewing the scope for changes to charging and trading, and oversaw redrafting of the corporate charging policy, which was approved by Cabinet at its meeting on 17 December 2013.

With input from other councillors, officers and members of the public, the group identified a number of ideas for income generation and channels of enquiry to pursue, with recommendations made to Cabinet on 28 January 2014. A number of avenues of work continue to be taken forward by officers, and Cabinet have signalled the intention to reinstate the Cabinet Advisory Group in 2015/16.

Membership details for the active Cabinet Advisory Group is provided in Annex 2.

Conclusion

The Council has faced a number of challenges this year, not least of which was passing a difficult budget in the face increasing need over diminishing resources. Furthermore it was subject to an Ofsted inspection on children's services and serious case review, adding additional pressure.

Scrutiny Committees have played an important role in identifying areas of concern, honing in on them and working to achieve satisfactory outcomes for communities and service users. The Committees have settled into their roles, following finalisation of the constitutional and governance reviews. The Committees strive for transparency and through regular Chairman meetings have improved communications channels and avoided duplication in working.

The broad remits of the Committees continue to be a challenge for them to ensure proper attention is given to pressing issues. It is necessary for the Committee's to use their powers to challenge performance and analyse the work of the council and those who provide services to have a positive impact on outcomes. Scrutiny remains an essential part of the Council's working and will become ever more important as resources are squeezed and the operating model for the council changes.

Annex 1 Scrutiny Committee Membership 2014/15

Performance

Councillor Liz Brighthouse OBE (Chairman)
Councillor Neil Fawcett (Deputy Chairman)
Councillor Lynda Atkins
Councillor John Christie
Councillor Sam Coates
Councillor Yvonne Constance OBE
Councillor Janet Godden
Councillor Mark Gray
Councillor Steve Harrod
Councillor Simon Hoare
Councillor Charles Mathew

Education Scrutiny

Councillor Mark Gray (Chairman)
Councillor Michael Waine (Deputy Chairman)
Councillor Kevin Bulmer
Councillor Yvonne Constance OBE
Councillor Steve Curran
Councillor Tim Hallchurch MBE
Councillor Pete Handley
Councillor Steve Harrod
Councillor John Howson
Councillor Sandy Lovatt
Councillor Gill Sanders

Co-Optee

Mrs Sue Matthew

Health Overview and Scrutiny Committee (HOSC)

Councillor Yvonne Constance OBE (Chairman)
District Councillor Susanna Pressel (Deputy Chairman)
Councillor Kevin Bulmer
Councillor Surinder Dhesi
Councillor Tim Hallchurch MBE
Councillor Laura Price
Councillor Alison Rooke
Councillor Les Sibley
District Councillor Martin Barrett
District Councillor Dr Christopher Hood
District Councillor Rose Stratford
District Councillor Alison Thomson

Co-Optees

Dr Keith Ruddle
Mrs Anne Wilkinson
Moria Logie

Annex 2 Cabinet Advisory Group Membership

Early Intervention

Councillor Melinda Tilley (Chairman)
Councillor Mark Gray (Vice-Chairman)
Councillor Janet Godden
Councillor Hilary Hibbert-Biles
Councillor Gill Sanders