OXFORDSHIRE COUNTY COUNCIL

Notice of a Meeting

Performance Scrutiny Committee
Thursday, 16 March 2017 at 10.00 am
Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

Membership

Chairman Councillor Liz Brighouse OBE
Deputy Chairman - Councillor Janet Godden

Councillors:	Sam Coates	Patrick Greene	Sandy Lovatt
	Yvonne Constance OBE	Jenny Hannaby	Charles Mathew
	Mark Gray	Stewart Lilly	John Sanders

Notes: ***A pre-meeting briefing*** *will take place in the Members' Board Room at 9.30am on the day of the meeting.*
Date of next meeting: 25 May 2017

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 Brighouse
		liz.brighouse@oxfordshire.gov.uk
Policy & Performance Officer	-	Steven Jones, Tel 01865 815935
		steven.fairhurstjones@oxfordshire.gov.uk
Committee Officer	-	*Colm Ó Caomhánaigh, Tel 07393 001096*
		colm.ocaomhanaigh@oxfordshire.gov.uk

PG Clark

Peter G. Clark
Chief Executive

March 2017

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 678,000 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 9 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** (To Follow)

     To approve the minutes of the meeting held on 9 March 2017 and to receive information arising from them.

4.   **Petitions and Public Address**

5.   **Business Management and Monitoring Report Quarter 3 2016/17** (Pages 1 - 26)

     10.10

     Report by Corporate Services (**PSC5**)

     This paper provides details of performance for quarter three 2016-17 for Performance Scrutiny Committee to consider before making comments to Council. The report is required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

     The Committee is RECOMMENDED to:

     (a)   **discuss and note the performance reported, and make any comments necessary for escalation to Cabinet before 25 April; and**
     (b)   **note the ongoing work to improve business management and performance reporting.**

6.   **Draft Scrutiny Annual Report** (Pages 27 - 50)

     10.40

     The Scrutiny Annual Report provides a summary of the work of the council's overview and scrutiny function in 2016-17. This function includes the council's three Overview and Scrutiny Committees, and any Cabinet Advisory Groups which have been appointed by Cabinet in this time. This draft report (**PSC6**) will be considered by Performance Scrutiny Committee before being submitted to full Council for approval.

     The Committee is RECOMMENDED to considered the report and discuss any changes or additions before the final version is submitted to full Council for approval in May.

7.   **Children's services**

     11.10

     The Director for Children's Services will give the meeting an update on the new

structure of Children's Services, focussing on safeguarding and better outcomes for children.

8. **Children Missing from Home and Care in Oxfordshire** (Pages 51 - 60)

11.40

Report by the Strategic Lead for Missing Children (**PSC8**)

This report provides a strategic update on the number of children reported as missing from home, care and school in Oxfordshire, including children looked after by Oxfordshire County Council. It covers the period between 01st July 2016 to 31st December 2016.

The report focuses on the main patterns, trends and concerns across the county which will be of note to strategic leads. It covers best practice in line with the agreed 'joint protocol 'and current risks or shortfalls and how these are being managed to ensure compliance with the relevant guidance issued by Department for Education (DfE) and the Association of Chief Police Officers (ACPO).

It is not intended to reflect the full picture of all of the work undertaken by the Missing Childrens Panel and partners within the period. Many investigations and analyses are active, awaiting further intelligence development or exploration with operational partners, third party agencies, and the children and families whom we are working to safeguard.

The Committee is RECOMMENDED to note the report.

9. **Overview of OCC Response to Serious Case Reviews** (To Follow)

12.10

An overview report summarising Children's Safeguarding Serious Case Reviews in the last year with focus on the outcome, actions taken, identifying improvements and assurance.

10. **Exempt Information**

In the event that any Member or Officer wishes to discuss the information set out in the Annex to Item 11, the Committee will be invited to resolve to exclude the public from that discussion by passing a resolution in the following terms:

"that the public be excluded during the consideration of the Annex since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda".

THE ANNEX TO THE ITEM NAMED HAS NOT BEEN MADE PUBLIC AND SHOULD

BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

THIS IS FOR THE REASON THAT IT COULD AFFECT ONGOING CONTRACTUAL NEGOTIATIONS BETWEEN THE COUNCIL AND ONE OF ITS CONTRACTORS.

THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.

11. **Safeguarding Children - the Corporate Parenting Panel** (Pages 61 - 64)

12.40

At Performance Scrutiny Committee's meeting on 22 September 2016 the council's Statutory Lead Cabinet Member for Children and Family Services, Cllr Melinda Tilley, extended an invitation to committee members to attend a meeting of the council's Corporate Parenting Panel.

Cllr Tilley is the Chair of the Corporate Parenting Panel. The Panel's purpose is to act as a champion for all Oxfordshire's looked after children and care leavers, to monitor their outcomes, and ensure that all partners are engaged in supporting their needs.

Several Performance Scrutiny Committee members had expressed a wish to attend a meeting of the Panel. The meeting on 16 January had been arranged to give members a better understanding of pressures on the council's budget for Children, Education and Families and of statements in recent quarterly performance reports that our numbers of children in care were higher, and rising faster, than those of comparable authorities.

Annex 1 is deemed confidential as it contains information relating to the financial or business affairs of a particular person, which if published could adversely affect ongoing contractual negotiations between the council and one of its contractors.

The Committee is RECOMMENDED to note the report.

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 **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

PERFORMANCE SCRUTINY COMMITTEE, 16 March 2017

**BUSINESS MANAGEMENT AND MONITORING
REPORT QUARTER 3 2016-17**

Report from Corporate Services

Introduction

1. This report provides details of Oxfordshire County Council's performance for quarter 3 (1 October – 31 December 2016). The report shows that we are on course to meet the three strategic priorities set out in the Corporate Plan. A report covering key achievements, performance and risk is attached at Annex 1. Performance dashboards are included at Annex 2.

2. Of the 24 outcomes being reported on this year, 20 have been rated Green or Amber for quarter 3. This is two more than in quarter 2 – an improvement, and quite a healthy position to be in going into the latter half of the year.

3. Of the 4 outcomes rated as Red, the relevant Directors' recommendations are that these do not require discussion by Delivery Board. All Red outcomes are set out on pages 9-11 with explanatory narrative and recommendations.

4. Of the 65 supporting 'success indicators' in the performance dashboards, 5 have improved since quarter 2 while 8 have deteriorated. While this is a slight net deterioration it should be seen in the context of the positive overall improvement to the outcomes noted above. Overall, the picture is one of stability and cautious optimism.

5. The dashboards show 6 success indicators rated as Red for quarter 3, which is 3 fewer than the previous quarter. This is a slight net improvement, although within this it should be noted that 1 of the 7 is newly Red in quarter 3 (indicator 14 deteriorating from Amber in quarter 2)

6. Looking ahead, the 'outlook' column in the dashboards shows that in quarter 3 the outlook for 21 of the 64 success indicators is "positive/improving", and 32 "stable". Only 9 are judged to have a "negative/deteriorating" outlook. Compared with quarter 2 this is a slight rise for both "positive/improving" and "negative/deteriorating", though neither has changed dramatically.

Business management in 2017-18

7. Activity to improve performance reporting and business management so far this year has been welcomed by management teams and elected members. While this is reassuring there remains considerable work to be done.

8. County Leadership Team (CLT) have noted that the suite of outcomes and measures, inherited from previous OCC Directors, need to be improved in terms of selection, wording and measurability. Working with Directors, service managers and Performance and Risk Leads in March, we will review the current outcomes and measures with a view to proposing a new suite of outcomes and measures for

2017-18 at CLT's meeting on 22 March. If agreed, this would enable the adoption of the new outcomes and measures in time for 1 April 2017. We would expect these to need further review early in 2017-18, for example immediately following May's elections. Ultimately the new outcomes and measures should also help inform the new Corporate Plan drafting process and help to break down existing directorate silos.

9. The collation of performance data with data on other aspects of business management – finance, staffing, contract/commercial performance and so on – remains in its infancy, and needs improvement in order to provide a clearer picture of current business for CLT and other audiences

10. The "management dashboard", trailed as a concept last Summer, remains an ambition, and we will collate a working proposal of this soon, based on the best available real-time data on performance, finance, HR and commercial matters.

11. The process of gathering and collating performance data remains labour-intensive and slow. There is a need to improve the timeliness of data reaching CLT and other audiences. An automated, digital solution could be the answer, though there are also improvements which could be made to existing manual processes. The council's development of its Business Intelligence function will help to address this and related matters.

12. More immediately, at its 22 February meeting CLT decided not to request a business management report for quarter 4. In previous years a report on quarter 4 was prepared and considered by management teams and Performance Scrutiny Committee, before reaching Cabinet in mid-July. This year the council's financial closedown timetable will require that a summary of the whole year's performance is included in the Chief Finance Officer's name as part of the Annual Statement of Accounts (to be styled as the "Narrative Report 2016-17"). This is due to be completed in final draft by 19 May. As currently planned, this would not require the production of performance dashboards (though all relevant data would still be available on request in Directorates). CLT's decision means that the Narrative Report will stand as an account of the whole year's performance and business management at year end.

RECOMMENDATIONS

13. The Committee is RECOMMENDED to:

   (a)   discuss and note the performance reported, and make any comments necessary for escalation to Cabinet before 25 April; and
   (b)   note the ongoing work to improve business management and performance reporting.

6 March 2017

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

Contact Officer: Steven Jones, Corporate Performance and Risk Manager
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ANNEX 1 – PERFORMANCE REPORT

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

A thriving economy

- We continue to see an increase in the number of interventions by the Trading Standards team. The team has recently formed a new agreement with A&D Instruments (a leading manufacturer of weighing and measuring equipment) and is regularly providing verification work.

- Our premises, risk and protection team continue to improve on the number of fire safety audits carried out making significant progress since the start of the reporting year. This is particularly pleasing considering the fact the team is currently dealing with an increased volume of formal notices and prosecutions they have issued (which take longer to complete than a fire safety audit). These formal notices and prosecutions provide greater protection for the businesses of Oxfordshire.

- Trading standards have a planned communication plan with local business which is undertaken in Q2 and Q4. This will potentially result in an end of year figure exceeding our target by almost double.

Protecting vulnerable people

- We continue to surpass out targets on the number of people in Oxfordshire we give advice to on services to keep then fit and healthy

- The number of people in a hospital bed awaiting social care has dropped from 30 at the end of March to 8 by the end of December. The latest nationally available figures (for the end of November) show that in the last 12 months social care delays across the country have risen by 36% whereas in Oxfordshire they have halved.

- The new reablement contract with Oxford University Hospital began on October 1st. The contract aims to increase the availability of reablement. Although not yet at target levels the first quarter of the new contract saw a 38% increase in reablement provided than the previous quarter and 32% more than for the same quarter last year.

- The council is working with over 1350 troubled families to turn their lives around as part of the national troubled families initiative

- Performance Indicators for the outcome "Ensuring children have a healthy start in life" are all better than the national average

- The percentage of alcohol users successfully completing treatment for alcohol addiction continues to exceed the national average.

- The annual target for fire prevention campaigns continues to exceed the target. Our series of 'Safe Drive Stay Alive' presentations in November attracted 6,000 young people.

- Our year-end target has already been achieved for the activities for children and young adults run by the Trading Standards team

- OFRS safety messages are still on track and campaigns are planned for the remainder of the year to ensure that the target is met. We have been working closely with the central communications team on winter campaigns including anti-drink drive and winter safety which both reached a high volume of people. Additionally our station-based social media activity (the mannequin challenge) has reached over 13,024,677 views on Facebook so far.

**Efficient public services**

- There is a continuing trend in the reduction of primary fires from previous years. Rescues from primary fires are quite uncommon, as most people tend to react to smoke alarms and are able to leave the property of their own accord. This reduction can also be attributed to our continued proactive risk reduction activities in relation to safe and well visits in the home which amongst many other things encourages people to make an effective escape plan.

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

- OFRS continues to be above target for special service rescues. Primarily this is in relation to rescues from road traffic collisions and the increase is due to a growing population and more vehicles on our roads. For the forthcoming year we will be focusing our road safety education activities on motorcyclists, cyclists and young drivers aged 17-24. To assist with this we are forging relationships with Thames Valley Advanced Motorcycles and Thames Valley police.

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

A thriving economy

The need to secure a step change in the delivery of new homes and jobs is both a national and a local priority. In Oxfordshire alone, over 100,000 new homes are planned for the 20 years to 2031. Commensurate with the scale of this challenge, the last 3 years have seen a threefold increase in the volume of planning applications for major new development in the county[1].

This rapid growth in development activity, whilst clearly desirable from both an economic and social perspective, has inevitably created much increased pressures on the District Councils as local planning authorities and the County Council, particularly in its capacities as the Highways and Education authority for Oxfordshire and a key statutory consultee on planning applications.
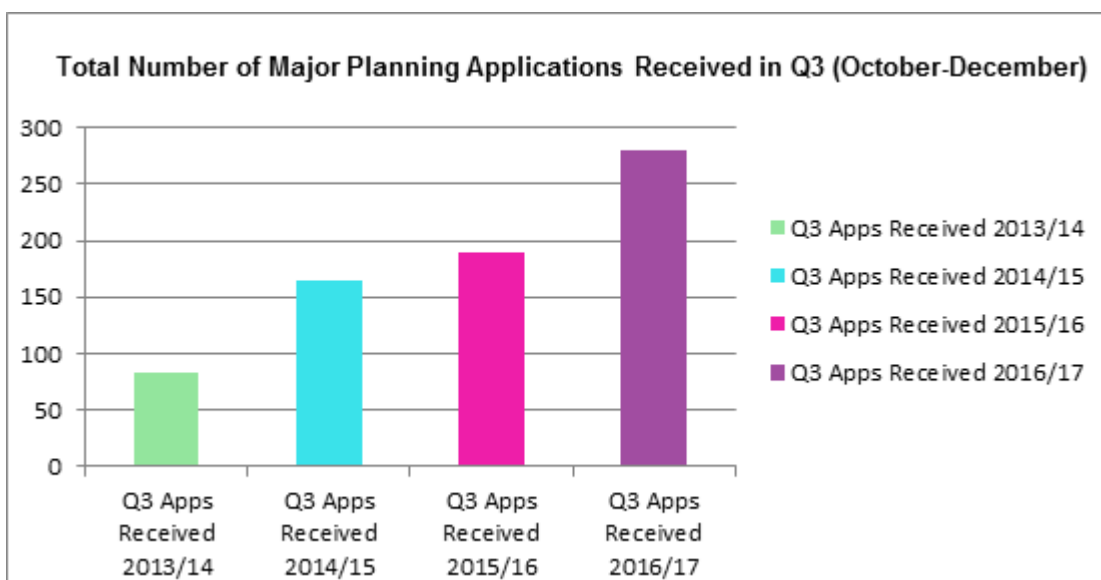
Additional resources have accordingly been brought in to certain services over the past 2-3 years, and we have re-configured others, to help them contend with these pressures, but with the volume of applications continuing to increase and financial pressures imposing constraints on further service expansion conditions remain very challenging.

Internal reviews have recently been carried out with the aim of streamlining and expediting some of our internal procedures – for example, the "Single Response" process which we use to co-ordinate our inputs to major planning consultations – and we have also created a new project to help smooth the passage of the most strategically-important development schemes through to the implementation stage.

We also continue to seek developer contributions to critical infrastructure, although viability factors often moderate what we are able to secure and prioritisation then

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[1] Applications on sites of >10 dwellings or >0.5ha employment/commercial space.

becomes a necessity. Again, new charges on developers have been introduced – for example, in relation to advice provided at the pre-application stage - which help to defray some of the added costs that we face and we also look to negotiate "Planning Performance Agreements" for the largest schemes which again generate a useful income stream for the authority.

Finally, we continue to work closely with our District colleagues to identify further ways in which we might look to improve our mutual engagement in the development process and to secure the best outcomes for local residents and businesses.

Protecting vulnerable people

Demand continues to rise for services:

- The number of adult safeguarding concerns rose by 38% on the previous year from 20 each working day to 27
- The number of requests for support for new clients has risen by 6% from 51 per working day last year to 54 per working day this year.

There is a lack of capacity in the care sector, which is particularly acute in the home care sector.

Demand continues to rise for children's services, most noticeably seen in the increase in looked after children, whilst levels of early help are dropping.

Efficient public services

The growing number of children looked after has put significant pressure on the budget and has also meant that the most vulnerable people can be placed further away.

Section C: key performance issues requiring intervention / decision.

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

There are no red outcomes recommended for discussion this quarter. Red outcomes recommended to be noted without discussion are as follows:

1.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Support older people to live independently with dignity whilst reducing the need for care & support
	Dashboard details	Success indicators 2-3 and 5

Success indicators 2-3

There is currently limited capacity in the care market, particularly within home care. This means that people may end up in inappropriate services (e.g. delayed in hospital, delayed in short term services such as reablement, or temporarily placed in care homes) and the cost of care can be forced up, with demand outstripping supply.

1. Adult social care has a number of initiatives to address this including a workforce strategy, the development of new contract models, focused reviews of cases to reduce package size and the use of alternative service providers and services.
2. The temporary funding available through the additional 1.0% Adult Social Care precept will be invested in improving capacity and resilience to respond to the challenges of the care market and to enable system wide benefits. If agreed, part of the funding would be used to grow, develop and build resilience in the external care workforce and to transform the way that we work to be more effective, more responsive and better able to meet the needs of the whole population of Oxfordshire.

Success indicator 5

The new contract for reablement began on October 1st 2016. It has successfully increased the amount of reablement being delivered but the number of people who leave the service needing no ongoing care has fallen. This reduction in people with no ongoing care needs will increase demand on the care budget and place Oxfordshire in the bottom quartile on the relevant national measure in the national framework for social care.

The council has a team which is reviewing the level of care of people coming out of the service and is in active discussion with the service provider about how much care people need with the expectation that more people will need no on-going care. We are working with the provider to ensure appropriate people are referred to the service and it is not used where people clearly will need permanent care.

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

2.	Corporate Plan priority	EFFICIENT PUBLIC SERVICES
	Outcomes affected	Reducing the level of need of our most vulnerable families
	Dashboard details	Success indicators 20

The number of children looked after in Oxfordshire has risen from 592 at the start of the year to 651 at the end of December. The average for similar authorities would be 600. This is having an impact in the number of children placed out of county, which has risen when the plan was for it to fall. This is also creating a significant budget pressure.

The increase in numbers of looked after children is directly related to the general increase in activity in children's services. This is being addressed by a piece of work commissioned with imPower to look at managing demand which has been sponsored by CLT.

The CEF directorate is working with the business support team analysing opportunities for efficiencies in decision-making and allocation of placements, which is leading to the establishment of a weekly panel chaired by a senior manager to oversee admissions to care and prompt reunification with families or move to permanent placement.

A cross council placement strategy is in place to oversee the development of new in county places (both residential and foster places) and ensures that people at the edge of care are diverted from care where appropriate. Within this the council has signed up to a national project to look at the cost of care for looked after children and how this can be managed.

Further strands of work led by the Joint Commissioning Team are focussing on the quality monitoring and contracting of placements, ensuring the Council is operating in the most commercial and efficient way possible.

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

3.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Narrowing the gap for our most disadvantaged and vulnerable groups
	Dashboard details	Success indicators 12 and 14

Success indicator 12

The number of early help assessments (formerly known as Common Assessments) is below the level of last year and below that of other authorities. The process for early help will be changed from March this year within the transformation of children's services programme, with the new Locality and Community Support Service Teams taking over responsibility for supporting early help assessments.

Levels and effectiveness of early help is included in the scope of work commissioned with imPower to review how we manage demand in children's service

Success indicator 14

The number of permanent exclusions from Oxfordshire schools continues to increase.

We have developed a Children Missing Out on Education Strategy which includes routine meetings of relevant stakeholders to review the impact of interventions on individual cases. A School Quality Assurance Framework ensures that all schools are kept under review and we are working with the Regional Schools Commissioner, contacting schools where there is a specific concern.

Working with our existing Alternative Provision academy to enable expansion and encouraging the creation of new Alternative Provision academies to increase range of alternatives to permanent exclusion

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

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

The target for this measure was set based on historical figures. This year we have seen a reduction in Building Regulations consultations and a reduction in requests for business advice from the Trading Standards team. These changes have impacted on progress towards this measure. The trend for this reporting year has remained below what was predicted and is not likely to reach the expected figure at the end of March 2017. If this trend continues we will be planning proactive work to increase our contacts with businesses and to promote the services we can provide to help businesses grow.

We have responded to all building regulations consultations received within target timescales.

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

PRIORITY: A STRONG AND THRIVING ECONOMY

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

PRIORITY: PROTECTING VULNERABLE PEOPLE

Outcomes

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

PRIORITY: EFFICIENT PUBLIC SERVICES

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

SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 3 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q3 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Adults with long term conditions living independently and achieving their full potential	1	20,000 people to receive information and advice about areas of support as part of community information networks.	20,000	Y	G	G	↔
	Support older people to live independently with dignity whilst reducing the need for care & support	2	Reduce the number of people delayed in hospital awaiting social care from current level of 30 at the end of March 2015 to 20 at the end of March 2017.	20	N	G	G	↑
		3	Increase the proportion of older people with an on-going care package supported to live at home from 60% in April 2016 to 62% in April 2017	62%	N	G	A	↓
		4	Increasing the number of hours people are able to access the reablement pathway to 110,000 hours per year (2,115 per week) by April 2017.	110,000	N	R	A	↑
		5	80% of people who receive reablement need no ongoing support by April 2017	80%	Y	R	R	↓
EFFICIENT PUBLIC SERVICES	Working together to improve quality and value for money in the Health and Social Care System	6	Increase the number of carers receiving a social care assessment from 7,036 in 2015/16 to 7,500 in 2016/17.	7,500	Y	A	A	↑
		7	Increase % carers who are extremely or very satisfied with support or services received. 43.8 % baseline from 2014 Carers survey.	44%	N	Annual survey in Q4	Annual survey in Q4	
		8	75% of all adult safeguarding investigations will be concluded within 20 working days or have an agreed exemption by a senior manager	75%	Y	G	A	↓
		9	75% of all adult safeguarding triage decisions will be made in two working days	75%	Y	G	A	↓

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

CHILDREN EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 3 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q2 RAG	Q3 RAG	Outlook
THRIVING ECONOMY	Raising achievement for all children and young people	10	% of schools judged good or outstanding by OFSTED to be in top quartile nationally by 2018.	92%	N	A	A	↑
PROTECTING VULNERABLE PEOPLE	Narrowing the gap for our most disadvantaged and vulnerable groups	11	Increase the number of troubled families worked with by the council from 915 in 2015/16 to 1,549 in 2016/17 and 2892 by 2020.	1549	Y	G	G	↑
		12	Increase the number of community Common Assessment Frameworks (CAFs) completed from 770 in 2015/16 to 847 in 2015/16	847	Y	R	R	↔
		13	Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools (figures available annually in July)	Tbc	N	R	R	↔
		14	Permanent exclusions to remain in the top quartile nationally	<48	N	A	R	↓
	Keeping children and young people safe	15	Set a baseline for caseloads in different teams and reduce this in the year to best practice levels	Varies by team	N	A	A	↑
		16	Increase the proportion of referrals dealt with within timescales to 75% by March 2017	75%	N	G	A	↓
		17	Increase the Proportion of assessments completed in 40 working days to 75% by March 2017	75%	Y	A	A	↑
		18	Increase the proportion of interviews of missing children completed on time	-	Y	A	A	↓
EFFICIENT PUBLIC	Reducing the level of need of our most vulnerable families	19	Recruiting 135 unrelated foster carers over the next three years	135 by March 2019	Y	A	A	↑
		20	Reduce the number of children placed out of county and not in neighbouring authorities from 77 to 60 by March 2016	60	N	R	R	↓

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

ENVIRONMENT AND ECONOMY – PERFORMANCE DASHBOARD – Quarter 3 2016-17

Outcome			Success indicator		Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
THRIVING ECONOMY	**An Infrastructure Strategy for Oxfordshire is delivered**	21	A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced by March 2017.	Q1 - Strategy Scoped (5%) Q2 - Procurement underway (10%); Q3 - Consultant appointed and Stage 1 complete (50%); Q4 - Strategy work complete (100%)		Y	G	G	↔
	High-quality jobs, and a skilled workforce, are created and sustained	22	Oxfordshire is chosen for 35 new investors / re-investors, 14 of which are 'high value' (as defined in OxLEP contract)		35 / 14	Y	A	A	↑
		23	We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme		3 per year	Y	G	G	↑
		24	525 additional apprenticeship starts are delivered		525	Y	G	Available soon	↑
	Funding for public services is maximised	25	Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process		80%	Y	A	Available soon	↔
		26	No more than 20% of s106 monies are held within 2 years of potential payback		<20%	Y	G	Available soon	↔
	OCC's responsibilities for spatial planning are executed	27	80% of District Council planning applications are responded to within the agreed deadline		80%	Y	G	A	↑
		28	50% of Mineral and Waste applications are determined within 13 weeks		50%	Y	G	G	↑

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

ENVIRONMENT AND ECONOMY – continued

Outcome			Success indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q2 RAG	Outlook
THRIVING ECONOMY	Highways are adequately maintained	29	% of highway defects posing an immediate risk of injury are repaired within 24 hours	100%	N	G	G	↔
		30	% of highway defects that create a potential risk of injury repaired within 28 calendar days	90%	N	G	G	↔
		31	% of the A and B Classified road network where carriageway maintenance should be considered.	28%	N	A	A	↔
	Household waste is disposed of efficiently and effectively	32	59% of household waste is reused, recycled or composted	59%	N	A	G	↔
		34	% of waste from Household Waste Recycling Centres (HWRC) which is recycled	60%	N	G	A	↔
	Year on year reduction in OCC's carbon equivalent emissions	35	Average 3% year on year reduction in carbon equivalent emissions from Oxfordshire County Council estates and activities	11%	Y	G	G	↔

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

PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 3 2016-17

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

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

PUBLIC HEALTH – continued

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

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

PUBLIC HEALTH – continued

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q3 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	**Preventing chronic disease by tackling obesity**	54	National Childhood Measurement Programme (NCMP) - obesity prevalence in Reception year	Maintain <7%	N	G	G	↔
		55	National Childhood Measurement Programme (NCMP) - obesity prevalence in Year 6. No district population should record more than 19%	<=16%	N	A	G	↑
		56	National Childhood Measurement Programme (NCMP) - % of all children measured in Reception (coverage)	90%	N	G	G	↔
		57	National Childhood Measurement Programme (NCMP) - % of all children measured in Year 6 (coverage)	90%	N	G	G	↔

CORPORATE SERVICES – PERFORMANCE DASHBOARD – Quarter 3 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q3 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	**Communities are encouraged to help themselves with support from the County Council, strengthening the role of individual citizens and communities**	58	OCC effectively uses a variety of mechanisms including active participation in the democratic system, being part of Town and Parish Councils, volunteering in their local community and receiving support from the providers of the Council's Voluntary & Community Sector Infrastructure Contract. Also through direct service delivery under the Oxfordshire Together programme and using communications and services facilitated by OCC libraries.	-	N	G	G	↔

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

OXFORDSHIRE FIRE & RESCUE SERVICE – PERFORMANCE DASHBOARD – Quarter 3 2016-17

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q3 RAG	Outlook
THRIVING ECONOMY	**20,000 businesses given advice and support to grow**	59	833 businesses given advice and support, per quarter.	833	Y	**R**	**R**	↔
PROTECTING VULNERABLE PEOPLE	**85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives**	60	3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter	3,542	Y	**G**	**G**	↔
	37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits	61	1,562 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits per quarter	1,562	Y	**G**	**G**	↑
	To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms	62	To deliver 66,666 specific safety messages across all social media platforms, per quarter.	66,666	Y	**G**	**G**	↑

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

OXFORDSHIRE FIRE & RESCUE SERVICE - continued

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Last ¼ RAG	Q3 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	6,000 more people alive as a result of our prevention, protection and emergency response activities	63	250 more people alive as a result of our prevention, protection and emergency response activities per quarter	250	Y	G	G	↔
	When a fire occurs we aim to send the nearest fire engine in the quickest time possible	64	80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	G	G	↔
		65	95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	G	G	↔

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

FINANCIAL REPORTS – Quarter 3 2016-17

SOCIAL AND COMMUNITY SERVICES

Success Indicator	Target	Position at end Dec 2016	On Target?	Notes
Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 2.0% of net budget	+0.2m or +0.1%	Yes	
Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	<2.0% of net budget	-£0.8m or -3.2%	No	
Actual Pooled Budget Reserves (as at 31 March 2017)	-	£0.4m		
Other Directorate Reserves (as at 31 March 2017)	-	£1.5m		
Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
Planned savings for 2016/17 assumed in the MTFP have been achieved	100% achieved	63%	No	There is slippage of £2.5m on the delivery of savings, primarily within the Older People's Pool. This relates to the implementation of a panel, and associated review team within the new Responsible Localities structure that went live in October 2016.

CHILDREN EDUCATION & FAMILIES

	Success Indicator	Target	Position at end Dec 2016	On Target?	Notes
Financial Performance	Actual expenditure for Education & Learning is in line with the latest agreed budget	< 2.0% of net budget	+1.7m or +8.4%	No	Home to school transport is forecasting £1.9m overspend which is partly offset by other underspends in Education & Early Intervention.
	Actual expenditure for Children's Social Care is in line with the latest agreed budget	<2.0% of net budget	+5.0m or +7.3%	No	The forecast overspend includes £3.6m on placements and £1.0m on asylum seekers.
	Actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget	<2.0% of net budget	+£0.2m or +3.9%	No	
	School Reserves (as at 31 March 2017)	-	£20.7m		
	Directorate Reserves (as at 31 March 2017)	-	£1.7m		
	Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2016/17 assumed in the MTFP have been achieved	100% achieved	73%	No	Home to School Transport savings is anticipated to be achieved through route efficiency, demand management and changes to transport arrangements. In addition the service is forecasting an overspend which is the result of increased demand, need and price.

ENVIRONMENT & ECONOMY

	Success Indicator	Target	Position at end of Dec 2016	On Target?	Notes
Financial Performance	Actual expenditure for Strategy and Infrastructure is in line with the latest agreed budget	< 2.0% of net budget	-2.5% or -£0.1m	No	
	Actual expenditure for Commercial Services is in line with the latest agreed budget	<2.0% of net budget	-1.6% or -£0.5m	Yes	
	Actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	< 2.0% of net budget	+4.1% or +£0.9m	No	ICT is forecasting £0.9m overspend due to rationalisation savings not being fully realised.
	Directorate Reserves (as at 31 March 2017)	-	£5.3m		
	Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2016/17 assumed in the MTFP have been achieved	100% achieved	97%	No	

PUBLIC HEALTH

Success Indicator	Target	Position at end Dec 2016	On Target ?	Notes
Actual expenditure is in line with the latest agreed budget	< 2.0% of gross budget	0% or 0m	Yes	Funded by a ring fenced grant which is £32.1m for 2016/17.
Actual Directorate Reserves (as at 31 March 2017)	-	£1.0m		Public Health reserve to hold unspent ring fenced grant for future Public Health projects.
Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
Planned savings for 2016/17 assumed in the MTFP have been achieved	100& achieved	40%	No	The savings were contingent on the expectation that the ring-fenced grant would cease from 2016/17. The retention of the ring fence has been confirmed, and this means that these savings cannot be delivered on an ongoing basis against the Public Health budget. Funding of up to £0.5m from the public health reserve is expected to contribute to the saving of £1.25m in 2016/17 on a one off basis.

Financial Performance

CORPORATE SERVICES

	Success Indicator	Target	Position at end Dec 2016	On Target	Notes
Financial Performance	Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	-£0.4m or -3.1%	No	
	Actual Directorate Reserves (as at 31 March 2017)	-	£0.7m		Includes £0.6m held to fund future County Council elections
	Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2016/17 assumed in the MTFP have been achieved	100% achieved	87%	No	

CORPORATE

Success Indicator	Target	Based on position at end Dec 2016	On Target?	Notes
Actual expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+£5.6m or +1.4%	Yes	This position is after £1m transfer from CEF reserves and £1m Virement from corporate contingency.
Cross Directorate Reserves (as at 31 March 2017)	-	£12.4m		
Corporate Reserves (as at 31 March 2017)	-	£2.9m		Efficiency Reserve
Capital Reserves (as at 31 March 2017)	-	£34.6m		
Cash Flow Reserves (as at 31 March 2017)	-	£1.3m		Being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
General balances as a proportion of the original gross budget (£798m for 2016/17)	-	£15.1m or 1.9%		
Total reserves as a proportion of the original gross budget (£798m for 2016/17)	-	£90.6m or 11.4%		
Capital programme use of resources compared to programme agreed in February 2016	90%	100%		
Capital programme expenditure realisation rate		52%		

CORPORATE (continued)

Success Indicator	Target	Based on position at end Dec 2016	On Target?	Notes
Year to date debtor invoices – all(*)	48 days	62 days	No	The figure is impacted by delayed payment of pool contribution by Oxfordshire CCG in December
Percentage of debtor invoices cleared in 90 days - Social Care Clients(*)	94%	89%	No	Performance measure includes September & October when the team was not fully staffed
Percentage of debtor invoices cleared in 90 days	97%	95%	No	We continue to work with colleagues at the IBC to improve this measure
Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.70%	0.71%	Yes	
Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (**) (Pooled Fund)	2.03%	4.16%	Yes	

(*)The indicators have been modified post IBC to show average debtor days for debtors as a whole including Adult Social Care (previously they were shown separately to general debtors).

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

PERFORMANCE SCRUTINY COMMITTEE, 16 March 2017

DRAFT SCRUTINY ANNUAL REPORT 2016-17

Introduction

1. Each year the Scrutiny Annual Report provides a summary of the work of the council's overview and scrutiny function. The draft Scrutiny Annual Report for 2016-17 is attached at Annex 1 for members' consideration.

2. The scrutiny function being reported on includes the council's three Overview and Scrutiny Committees, and any Cabinet Advisory Groups which have been appointed by Cabinet in this time.

3. Officers supporting each committee and group have drafted the various sections of the report, which have been approved separately by the members of each committee or group, either collectively at meetings or by e-mail write-round. The resulting sections have been collated by officers in the Assistant Chief Executive's team.

   RECOMMENDATION

4. **The Committee is RECOMMENDED to considered the report and discuss any changes or additions before the final version is submitted to full Council for approval in May.**

7 March 2017

Paper by: Maggie Scott, Assistant Chief Executive

Contact: Laurence Bunch, Policy and Performance Support Officer
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OXFORDSHIRE COUNTY COUNCIL

Scrutiny Annual Report

2016 – 2017

Foreword

As with previous years, the council has continued to face a challenging environment. The continued budget pressures the council faces have been compounded by uncertainty due to the shifting local and national political environment.

In the face of these challenges the council has endeavoured to take proactive action to address current and future challenges, and deliver improved services for the residents of Oxfordshire. This has seen the council begin the implementation of its transformation programme, Fit for the Future, and advancing the case for a unitary council for Oxfordshire.

Oxfordshire County Council's scrutiny committees have focussed on these priority issues for the council, and have provided challenge and insight to ensure that the council's proposals serve the residents of Oxfordshire as fully as possible. The focus on these proposals was complemented by addressing the regular business of the council, along with emerging issues for the council and county.

To ensure the council's scrutiny function is as effective and comprehensive as possible, we as Chairmen have committed to quarterly meetings to discuss issues affecting all scrutiny committees, the county council and the county as a whole. This has enabled the council's scrutiny function to be efficient, productive and focused.

We are proud of all that the scrutiny committees have achieved this year, and look forward to a challenging but effective 2017/18.

Cllr Liz Brighouse OBE	**Cllr Yvonne Constance OBE**	**Cllr Mark Gray**
Chairman of the Performance Scrutiny Committee	Chairman of the Oxfordshire Joint Health Overview and Scrutiny Committee	Chairman of the Education Scrutiny Committee

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1. Introduction

1.1. This Scrutiny Annual Report provides a summary of the work of the council's overview and scrutiny function in 2016/17. This function includes the council's three Overview and Scrutiny Committees, and any Cabinet Advisory Groups which have been appointed by Cabinet in this time.

1.2. This report is structured by committee. It explores some of the areas of work each of the committees has undertaken over the last year and highlights where influence has been greatest. It emphasises areas where scrutiny has had a tangible impact on decision-making, and therefore on the lives of the people of Oxfordshire.

1.3. Membership details for the Scrutiny Committees and Cabinet Advisory Groups are provided in Annexes 1 and 2 respectively.

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2. Performance Scrutiny Committee

2.1.   The Performance Scrutiny Committee has a membership of 11 county councillors and is chaired by Cllr Liz Brighouse OBE. The councillor membership is politically proportional to the membership of the Council. The committee met eight times in 2016/2017 [*6 at the time of writing – 9 & 16 March meetings still to come*].

2.2.   At the start of the year the committee's Deputy Chairman, Cllr Neil Fawcett, stood down and was replaced from within the committee's existing members by Cllr Steve Harrod. In November 2016 Cllr Harrod was appointed to a new Cabinet position for Education, and Cllr Janet Godden was duly appointed from within the committee's members as the new Deputy Chairman.

2.3.   Some of the committee's key functions, as outlined in the constitution, include:

- Scrutinising the performance of the council;
- Providing a focused review of corporate performance, directorate performance;
- Scrutinising financial reporting and budgets;
- 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;
- Discharging the Council's scrutiny responsibilities under the Police and Justice Act 2006, to review and scrutinise decisions made or actions taken by community safety partners.

2.4.   In total this year the committee was addressed by 2 members of the public and 14 councillors who are not members of the committee. The committee also welcomed a high volume of attendance by members of the public, particularly when agenda items concerned children's services. It is to be hoped that strong public interest remains a feature of the committee's business in future.

Service and Resource Planning

2.5.   The Performance Scrutiny Committee has overall responsibility for scrutinising budget proposals. In December and January the committee considered budget proposals for 2017/18 and the medium term, including pressures and savings for that year, the impact of key announcements in the Government's Autumn Statement, and the capital programme proposals for 2017/18 to 2020/21.

2.6.   In this context, attention focused on the council's future development, particularly the "Fit for the Future" transformation programme. The programme will be the vehicle and enabler by which services and administrative arrangements would be transformed over the medium term, delivering savings and creating greater efficiency. The committee heard how some projected

savings would be achieved via the "digital first" workstream within the Fit for the Future programme.

2.7.   In considering Service and Resource Planning the committee heard from the council's Interim Chief Executive, Peter Clark, about the need to continue strengthening the relationship between officers and elected members. For example, this would include the benefits and value for money of drawing increasingly on members' local knowledge and experience of local and county-wide issues, both to properly help develop the council's business and to ensure that members are equipped to be accountable to local residents.

2.8.   The committee warned of the risks of cutting staff resources too far in the name of financial savings, noting the potential for staff being overloaded or demoralised, and services being adversely affected. Similarly, concern was expressed that savings in some services – especially preventative services – could be counterproductive if cut too far. Emphasis was placed on the potential for the Transformation programme to make processes more efficient so that the council can be run better even with lower staff resources.

2.9.   The committee continued to ensure that there is effective challenge to Service and Resource Planning proposals through improved briefing and engagement of all members, not just committee members. To this end an all-member briefing was organised on the Cabinet's proposed budget (18 January) and in support of the approach to Service & Resource Planning this year, an all member briefing on the County Council's Senior Management Review (9 December), and the committee's 13 September meeting on proposals for the future of local government in Oxfordshire was widened to become an all-members session at which large numbers of non-committee members were able to speak.

2.10.   A number of areas of investigation identified in last year's report by the committee during the 2015/16 Service and Resource Planning process had high profile this year. These included community safety, safeguarding adults and children, the reshaping of early intervention services, and the review and reform of the council's performance management arrangements.

Performance Management

2.11.   The committee has continued with the practice of examining the council's overall performance report on a quarterly basis, effectively holding the council to account for the pledges made at the start of the year in its Corporate Plan. In addition to examining overall performance the committee has played a vital role in the council's planning and delivery of some of its highest priority services, such as safeguarding children, adult social care and community safety, which have all featured strongly in the committee's scrutiny this year.

2.12.   The committee remained committed to scrutinising both direct delivery by the council, and the performance of contracts, commissioned services and partnerships, as the council increasingly commissions services rather than directly providing them. For example, the council's major contract with

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Carillion for estates and facilities management services was given close consideration at the committee's September 2016 meeting. At the same meeting consideration was given to the council's contribution to, and benefit from, the Oxfordshire Local Economic Partnership (OxLEP), and a similar scrutiny of the council's strategic partnerships with other external bodies was undertaken in the October 2016 meeting.

2.13. With the committee's support, officers have engaged in reforming the council's performance management arrangements, with the ambition of creating a clearer and more keenly prioritised system of business management. At its February 2016 meeting, the committee had given unanimous support for a more streamlined, outcome-based approach to performance, with measures linked closely to the priorities in the Corporate Plan. The results of the emerging new system were considered in the form of the quarterly performance reports which featured on agendas throughout the year. Additionally, the developing proposals were considered in depth at a committee members' workshop in August 2016, which constructively steered the process and ensured that the presentation of performance data in this transitional period remains fit for purpose.

2.14. As well as regular scrutiny of individual service areas the committee undertook more detailed examinations of specific areas of performance when necessary. The "deep dive" into the council's activities around infrastructure funding for example (see paragraph [2.27] below) stands as an example of how the committee is employing new ways to dig into detail to understand the council's performance.

Crime and Community Safety

2.15. The committee gave considerable attention to crime and community safety during the year. In May 2016 the committee scrutinised the Community Safety Agreement Annual Business Plan, including an account of the work of Oxfordshire Safer Communities Partnership (2015-16) and the Safer Oxfordshire Partnership (2016-17), presented jointly by the previous and current Chairmen. Progress with, and future direction of, the council's 365Alive strategy, led by Oxfordshire Fire and Rescue Service (OFRS), was also scrutinised, as was the OFRS draft Annual Report. OFRS's work beyond emergency response was particularly noted, for example their work on safeguarding vulnerable adults and mental health.

2.16. The October 2016 meeting scrutinised the work of both the Thames Valley Police & Crime Commissioner and the Chief Constable of Thames Valley Police. This meeting held these two external bodies to account and fulfilled the committee's responsibility to act as the council's "crime and disorder committee" in accordance with s.19 of the Police and Justice Act 2006.

Safeguarding Children and Children's Services

2.17. The committee's scrutiny activities help to ensure the council is effectively safeguarding the most vulnerable people within our communities. The council's proposals to change the way some of our children's services are provided received considerable public and media attention during the year, and the committee ensured that its scrutiny function was also closely applied.

2.18. On 12 May the committee considered the findings of a recent inspection of the Multi-Agency Safeguarding Hub (MASH) and work underway at that time to find a new service model. Subsequently at the 24 May meeting the committee considered the impact on children's services of financial changes resulting from the council's 2016/17 budget and Medium Term Financial Plan. The committee focused both on the immediate impacts and related performance matters such as MASH caseloads, supported transport and rural service provision. The committee's conclusion that the proposals and their implementation should remain under close scrutiny reflected the gravity of the subject, and indeed the matter was returned to at several future meetings, both specifically and in the context of other children's service agenda items.

2.19. The September 2016 and March 2017 meetings had a particularly strong focus on children's services. In September the committee scrutinised three related reports - the Oxfordshire Safeguarding Children Board Annual Report, the Performance Audit and Quality Assurance Annual Report, and the Case Review and Governance Subgroup Annual Report. Within this a wide range of topics was scrutinised, from caseload pressures to sexting, and from handling serious case reviews and the Prevent agenda to supporting schools and community groups regarding LGBT and transsexual issues. In March 2017 the focus returned to the impact of new Children's Services structures on the council's outcomes for children, and on the council's provisions for safeguarding, missing children and serious case reviews. [*Drafting note: given the 16 March meeting agenda this section will be updated after that meeting*]

2.20. Following discussion of the quarter 2 performance report members of the committee agreed to attend November's meeting of the Corporate Parenting Panel to see first-hand how that body ensures the wellbeing of children for which the council acts as the responsible parent. The findings of that exercise were reported back to the full committee in the March 2017 meeting. This is an example of how the committee remains innovative in its approach to scrutinising performance using a wide range of sources of information.

Adult Social Care

2.21. Social care services for adults in Oxfordshire remained high among the committee's priorities during the year. Members scrutinised the annual report of the Oxfordshire Safeguarding Adults Board in September 2016. The committee then devoted time at two later meetings to consider the council's consultation on a range of adult care matters including respite for carers, carers' personal budgets and daytime support.

2.22.   Within the routine quarterly performance reports, members frequently gave particular attention to areas of concern in adult services, including delayed transfers of care, access to reablement services and home care. Ultimately the committee recorded concerns over funding, sustainability of resources and recruitment and retention of a skilled workforce. As part of the December meeting on Service and Resource Planning the committee challenged the council's handling of new precept powers to raise funds for adult social care, ultimately being satisfied at January's meeting with the Chief Finance Officer's account of budget arrangements in this area.

Future of Local Government in Oxfordshire

2.23.   Proposals for the future of local government in Oxfordshire featured prominently throughout the county council's year, and the committee duly sought opportunity to scrutinise the emerging proposals and evidence for the various potential models.

2.24.   In particular, the committee's 13 September meeting looked closely at the two reports produced by PwC (commissioned by the city and district councils) and Grant Thornton (commissioned by the county council) on future options for local government in Oxfordshire in order to make recommendations to Cabinet regarding the Council's next steps. The session was held as an all-member session, reflecting the value of scrutinising the evidence with the contribution of a wider audience. Ultimately the committee was able to make recommendations to the Cabinet which reflected members' priority for (among other matters) residents' needs being met, the greatest opportunity for financial savings, and the need for local engagement, decision-making and powers.

2.25.   Having considered December's Service and Resource Planning meeting in the context of potential local government reform, the committee again sought the opportunity for more focused scrutiny in this area, with its 9 March meeting being dedicated to consideration of public engagement exercise that was undertaken on the county council's proposals for a single unitary authority. [*Drafting note: given the 9 March meeting agenda this section will be updated after that meeting*]

Other Issues

2.26.   The committee undertook scrutiny on a range of other issues during the year, many of which had broader strategic relevance to the areas noted above. For example in September the committee considered a detailed presentation which provided a review of, and forward look for, the subject of the council's interests in property and facilities management. This included close scrutiny of both the council's own activities and those of one of the council's main contractors, Carillion.

2.27.   During the year, three members of the committee worked on a "deep dive" scrutiny of the council's activities around s.106 infrastructure agreements and the Community Infrastructure Levy (CIL). Equipped with their own local knowledge of infrastructure provision, members worked constructively with relevant officers to examine in depth the structures and processes around s.106 and CIL, and to consider how these impact on outcomes and performance. The result was that a focused account of their findings was brought back to the full committee. This sort of "deep dive" will stand as a model for future committee work and should strengthen both the scrutiny function and the policy or service areas in question.

Call-In

2.28.   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 did not use its call-in powers during 2016-17.

Forward Planning

2.29.   Forward planning for the year ahead is an ongoing process. The council continues to face significant challenges around both funding and demand, giving rise to changes both in terms of how the council operates, and how services are delivered. Both of these will be themes for the Performance Scrutiny Committee in 2017-18, as well as continuing the ongoing scrutiny of performance.

2.30.   The continuing importance of working in partnership and effective commissioning will mean that the committee is likely to wish to look at these activities in more detail in the coming year. This could include, for example, scrutiny of the council's commissioning framework as well as examination of the annual 'partnerships report'.

2.31.   The occurrence of Council elections on the near horizon will be factored into the committee's forward plan, taking into account the potential for new members and the need to provide both continuity and new focus in the committee's agendas. For newly-elected councillors in particular, the induction process will include training on the scrutiny function and how this is exercised by the county council.

3. **Education Scrutiny Committee**

3.1. 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 5 times in 2016/2017.

3.2. 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.

3.3. There were visits to one school in this year.

3.4. The committee was successful in securing attendance at the July 2016 and March 2017 meetings of the Regional Schools Commissioner and the Ofsted Regional Director to ensure the committee can effectively focus upon the continued improvement of schools in Oxfordshire.

Expansion of the Academisation Programme

3.5. Following the White Paper 'Educational Excellence Everywhere' the committee discussed and considered the implications for the expansion of the academisation of schools in Oxfordshire and raised concerns about the cost implications and the future viability of smaller rural schools of which there are a number in Oxfordshire. The committee was clear that its supports the encouragement of locally grown multi-academy trusts to meet the needs of both large and small schools in Oxfordshire and raised this with Martin Post, the Regional Schools Commissioner, at the July 2016 meeting.

School Funding Changes

3.6. The committee has continued to consider the changing responsibilities and resources in relation to school improvement and support over the last year. The committee has discussed concerns regarding the reduction of resources to the local authority whilst authorities continue to maintain responsibility for carrying out statutory duties.

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3.7. A national consultation about the introduction of an Early Years national funding formula was undertaken with changes being implemented from April 2017. The committee is currently considering its response to the current national consultation of the Schools national funding formula and High needs funding reform which is due to be implemented in 2018/19. When the change in the way schools are funded is implemented Scrutiny committee members agreed that the committee will monitor the impact on schools and school improvement in Oxfordshire.

Responsibilities of the Regional Schools Commissioner

3.8. New government guidance issued in April 2016 has changed the responsibilities and role of the local authority. The Regional Schools Commissioner is now able to intervene in maintained schools in addition to academies. Martin Post, Regional Schools Commissioner for South-Central England and North-West London (RSC) attended the committee meeting in July 2016. The scrutiny committee raised with the Regional Schools Commissioner the concerns around schools that had been judged as inadequate and questioned about the action that had been taken in relation to the underperformance of academies in Oxfordshire. The RSC reported that he is closely monitoring 12 schools in Oxfordshire that were underperforming and was considering introducing further monitoring around the governance to ensure rapid improvement. However the RSC emphasised that it is the Academy Trust's responsibility to ensure school performance improves through the school improvement plan. The committee also expressed concern that not all academies were providing figures on attendance and the RSC would follow this up.

3.9. The committee asked about seeking appropriate sponsors for academies and the RSC gave an assurance that he would continue to seek the views of the local authority to identify the most appropriate sponsor and also to name sponsors promptly to ensure rapid improvement of schools.

Oxfordshire Schools Strategic Partnership

3.10. The first Oxfordshire Schools Strategic Partnership Annual Report was presented to the committee at the September 2016 meeting. The Oxfordshire Strategic Schools Partnership Board (SSPB) brings partners together to promote the development of sustainable school to school support across the county. The committee heard that in the first year of working together the board has been successful in engaging schools and partners so that the work includes all key partners in the current educational landscape in Oxfordshire. A recruitment and retention project by Oxford University and Oxford Brookes University was commissioned and presented to the committee at the December 2016 meeting. An operational group had also been established which manages the school improvement function.

3.11.   The Education Scrutiny Committee stressed the importance of the board's priority of improving attendance and the committee's future focus should be working in partnership on this priority.

Recruitment and Retention of Teachers

3.12.   The recruitment and retention of teachers in Oxfordshire has been a key issue examined by the committee at a number of meetings this year. Several people over the year came to discuss recruitment and retention of teachers with the committee including primary and secondary schools, Oxfordshire Teaching Schools Alliance, SOHA housing association, Oxford Brookes and Oxford University. Schools reported that their biggest concern was finding and keeping good teachers. Factors that were raised to the committee from the different attendees at meetings were that there are national and local shortages of numbers being trained especially in some specialities and the high cost of housing in Oxfordshire was also a barrier. The committee was informed that the shortages of numbers of teachers being trained was a result of the national allocations policy which limited the number of training posts on offer and did not take account of local need.

3.13.   The committee recommended that the Cabinet Member requested of the Secretary of State that there should be a revised allocations policy that allows Oxfordshire schools to recruit sufficient trainees to meet the future needs of local secondary, primary, nursery and special schools.

3.14.   The committee also recommended in the meeting in April 2016 that the local authority explores possible options for the sale of local authority land for new housing for teachers. A meeting in December 2016 has taken place with the interim Oxfordshire County Council Director and the cabinet member to explore this option further and this will be explored further in the coming year.

3.15.   A report had been commissioned by the Strategic Schools Partnership Board to look at recruitment and retention of newly qualified teachers in Oxfordshire Schools. The report was presented to the committee in December 2016. One finding was the significance of teachers' existing connections to the locality and in some cases to individual schools as a key factor in attracting new teachers. There were specific recommendations about recruitment and retention and the committee accepted the report and made several recommendations that the report be shared widely with schools and that the local authority and schools work together on a programme of emphasising that Oxfordshire was a great place to live and work. The report has since been shared with schools and the local authority's Director of Human Resources.

Primary School Educational Attainment

3.16.   The committee scrutinised educational attainment and noted that although Oxfordshire performed broadly in line with national averages, performance in writing tests was in the lowest 25% nationally. Also the committee noted that there was a significant amount of underperformance of schools in Oxford City and Banbury.

Secondary School Educational Attainment

3.17. The committee received a report in December 2016 on secondary school attainment. A new secondary school accountability system was implemented in 2016 with the measures for schools from 2016 are: Attainment 8, Progress 8, Attainment in English and Maths (A*-C), and English Baccalaureate (EBacc) entry and achievement. The committee scrutinised the provisional results published by the DfE and noted that Oxfordshire performs less well when compared against its statistical neighbour group. However there continues to be variation in performance between localities and types of school within the county. The Didcot and Oxford localities show higher progress between key stages 2 and 4 than pupils with similar prior attainment nationally. Three localities, Bicester, Abingdon and Witney show that on average pupils make slightly less progress in these areas than pupils with the same prior attainment nationally. All three of these localities have lower attainment scores as well. Oxford city also shows low attainment from the low prior attaining cohort although high prior attaining pupils in Oxfordshire continue to perform well. The committee invited the principal of The Oxford Academy to the March 2017 meeting to hear first hand what the school had put in place to reach the highest progress 8 results in the county.

Educational Attainment of Vulnerable Leaners

3.18. In the March 2017 meeting the focus will be on the progress of vulnerable learners with the case example of the Oxford Academy. Oxfordshire's performance compared with national levels is poor across all groups of vulnerable learners, including special educational needs, disadvantaged and looked after children. However, there are some success stories: the overall Progress 8 score for The Oxford Academy is considerably higher than other schools in Oxfordshire and the 14th highest of all secondary schools nationally.

Ofsted profile in Oxfordshire

3.19. In the meeting in July 2016 the committee noted that the proportion of primary schools and secondary schools judged as good/outstanding had increased for the 2015/16 academic year however the number of inadequate schools had increased by 1 to 7 and that in 2015 Ofsted decided that Oxfordshire was a local authority of concern regarding early years outcomes due to Ofsted ratings and children's outcomes. HMI had conducted a number of visits and the early years team had changed its practice which had resulted in early years settings improving their ofsted ratings following support. Members expressed concern over the reduction in the school improvement function and possible effects on attainment, however the committee was assured that the schools strategic partnership board was tasked to ensure partners worked together so that statutory duties are met.

Exclusions

3.20. School exclusions were a focus in July and September 2016 meetings. The committee was concerned to note that permanent exclusions from primary schools and secondary schools had increased for the 2015/16 period although this is likely to be an underestimation as data from some secondary academies was not available due to technical problems in sharing details. The committee asked for a further analysis of data around year 10 as this has the highest number of permanent exclusions.

3.21. The subsequent report showed that the rate of permanent exclusion of pupils in year 10 had increased year on year for the last 3 years with a higher rate of girls than previously. The committee was also concerned about the high number of exclusions of looked after children. As a result of the committee scrutinising the data one particular school has been identified for further investigation with regard to their looked after children exclusions.

Elective Home Education

3.22. In December 2016 meeting the annual report for Elective Home Education was received and members have asked for more information to be gathered around the spike in home education that occurs in year 10 to ascertain the factors that might be contributing to the numbers increasing for this particular year group. The committee also expressed its concern about the unregulated nature of home education.

Pupil planning process

3.23. The pupil planning process was reported in December 2016. Oxfordshire is experiencing rapid growth due to changes in birth rates and new housing developments in the county and this is having a significant impact on the demand for, and supply of, school places.

3.24. The Education Scrutiny Committee considered a report that set out the pupil place planning process in Oxfordshire, summarising current pupil planning data, and commented on specific issues relating to pupil place planning. The committee considered that there is currently effective pupil place planning ensuring the needs of Oxfordshire families are met.

4.	Health Overview and Scrutiny Committee

4.1. The Oxfordshire Joint Health Overview and Scrutiny Committee (OJHOSC) is a joint committee comprising 12 non-executive voting members (seven county councillors and five district/city councillors) and three co-opted non-voting members. During 2016/17 the Committee has been chaired by Councillor Yvonne Constance OBE.

4.2. The primary role of the Committee is to:
- Review any matter relating to the planning, provision and operation of health services in Oxfordshire.
- Review and scrutinise services commissioned and provided by relevant NHS bodies and relevant health service providers.

4.3. By the end of March 2017 the Committee will have met five times in 2016/17 and held two special meetings to discuss specific issues.

4.4. This report provides an overview of the Committee's activity since April 2016 and some of the key areas scrutinised by the Committee.

Transformation of Health and Care in Oxfordshire

4.5. The plans to transform Oxfordshire's health and care system have been discussed at every meeting of the Committee in 2016/17. With the introduction of 44 Sustainability and Transformation Plan 'footprints' across the country in early 2016, these regular updates have also included information on the developing Buckinghamshire, Oxfordshire and Berkshire West Plan, and its relationship with the local Oxfordshire Health and Care Transformation Plan (OTP).

4.6. Stuart Bell, Chief Executive of Oxford Health NHS Foundation Trust and Chairman of Oxfordshire's Transformation Board, attended meetings in June, September and November to describe the areas of emerging work in the OTP, expand on plans for public consultation and feedback messages from public engagement. Members emphasised the need for public consultation to be accessible and to describe what services were changing in each locality, so that communities would be able to understand the specific impacts on them.

4.7. In November 2016, the Oxfordshire Clinical Commissioning Group (OCCG) put forward its plans to consult on the OTP proposals in two phases. OJHOSC made clear its concerns about this decision and stressed that a single consultation would be more coherent. However, OJHOSC had required at its meeting in September 2016 that the OCCG consult on changes to obstetrics at the Horton and the acute bed reconfiguration programme (involving the permanent closure of 194 acute beds) in January 2017. Phase 1 of the OTP consultation includes a full consultation on these changes; therefore the Committee agreed that the two phase consultation should go ahead, but with nothing in the first phase of consultation prejudicing the second phase.

4.8.   By March 2017, the Committee will have held a special meeting to formally scrutinise the proposals in Phase 1 of the OTP consultation and provide its response to the OCCG. Key stakeholders and members of the public are invited to submit their views and evidence to the meeting to inform the Committee's discussion.

Maternity services at the Horton General Hospital

4.9.   In September 2016 the Committee was informed that Oxford University Hospitals Trust was intending to temporarily close consultant-led maternity services at the Horton from 3rd October 2016, as they were unable to adequately staff the obstetrics unit in a safe and sustainable manner.

4.10. The Committee listened to a wealth of public opinion about the impact of the temporary closure and scrutinised the Trust's contingency plan for continuing Maternity and Neonatal services at the Horton during two meetings in September 2016. Members examined evidence of the Trust's recruitment efforts; records of engagement with patients and staff; the reasons for declining birth numbers at the Hospital; and the issue of travel times between the Horton and the JR in Oxford in relation to the safety of mothers being transported in labour.

4.11. On the strength of the Trust's action plan to recruit Trust-grade doctors and reopen the unit in March 2017, the Committee agreed in September not to refer the matter to the Secretary of State. This was on the basis that satisfactory reasons had been provided for invoking an urgent temporary closure of consultant-led maternity services at the Horton without consultation.

4.12. However, the Trust's December performance update on maternity services at the Horton stated that they would not have enough experienced and skilled medical staff in post to reopen the unit in March 2017 as planned. As such, the Committee felt that the material grounds for not referring the matter had changed and voted to refer the matter to the Secretary of State for review at its meeting on 2 February 2017.

4.13. The outcome of the referral is yet to be confirmed.

Pressures on Primary Care

4.14. The sustainability of primary care services and OCCG's actions to support vulnerable GP practices has been an ongoing area of scrutiny for the OJHOSC. The capacity, availability and future development of general practice has been a particular area of concern for members, in light of a greater focus on the preventative role of primary care in the OTP and the OCCG's proposals to move more care from acute hospitals into the community. In November 2016, the OJHOSC discussed the pressures on primary care services and scrutinised the OCCG's approach to tackling rising demand and complexity of patient need, the difficulties of recruiting and retaining staff, and the sustainability of GP practices in light of rising costs.

4.15. The Committee's concerns were brought into sharp focus through its examination of the OCCG's decision not to re-procure general practice services at Deer Park Medical Centre, Witney. In this case the Committee's toolkit process was followed, which included an assessment of the impact of closing the surgery on patients and the local area, and the level of public engagement and consultation that had taken place.

4.16. The matter was formally considered by OJHOSC on 2 February 2017, but agreement with the OCCG could not be reached on whether the change in service was substantial and required consultation. Members resolved to refer the matter to the Secretary of State on the grounds that inadequate consultation had taken place with the public and patients at Deer Park Medical Centre and the decision was not in the interests of residents and patients in the Witney area.

4.17. The outcome of the referral is yet to be confirmed.

Forward Plan

4.18. To highlight areas for future scrutiny the Chairman and Committee members met with and visited a range of health and care providers and commissioners in Oxfordshire during 2016/17. This included two visits to the Discharge Liaison Hub based at the John Radcliffe Hospital to see how the discharge of patients is coordinated and managed by a multi-disciplinary team. These meetings and visits provide a means to develop good relationships with key stakeholders and raise awareness of scrutiny processes.

4.19. Over the course of the next year the Committee will continue to scrutinise planned changes in the provision of healthcare in Oxfordshire, the performance and quality of services, and the patient experience. In particular, OJHOSC will look to robustly challenge the Health and Care Transformation Plans to ensure that patient and public views are taken into account and the proposals put forward are in the best interests of Oxfordshire residents.

4.20. Beyond this, the Committee also plans to discuss the system-wide response to recommendations from the Oxfordshire Health Inequalities Commission, examine joint work to support people with dementia, and scrutinise the quality of care provided in care homes.

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5. Cabinet Advisory Groups

5.1. Cabinet Advisory Groups (CAGs) are informal member working groups designed to help Cabinet consider how to deal with specific issues, and to help in the development of key policies. Topics can be proposed by any member or scrutiny committee and must be agreed by Cabinet. They are not formal meetings of the council, and nor do they have the status of an advisory committee under the Local Government Act 1972. They are chaired by the relevant Cabinet portfolio holder and report directly to Cabinet.

5.2. There is currently one Cabinet Advisory Group in operation - Income Generation. Additionally, the Early Intervention CAG closed in February 2016 and the Minerals & Waste CAG is currently dormant. Membership details are provided in Annex 2.

Income Generation CAG

5.3. The Income Generation CAG previously ran from July 2013-January 2014 under the chairmanship of Cllr Arash Fatemian, and reconvened in April 2015 under the chairmanship of Cllr Lawrie Stratford in response to the need for the council to cope with increasing budget pressures.

5.4. The CAG met approximately monthly and reviewed and assessed a number of options for income generation including
- Reviewing existing services that are currently charged for and opportunities for increasing these charges.
- Investigating discretionary services that are not currently charged for where we may want to introduce charges.
- Considering opportunities for generating income from property.

5.5. The CAG has explored following areas of work related to income generation.

5.6. **Property**
- The CAG reviewed the Council's database of property information via an interactive property dashboard, Tableau. The data is now available on the Intranet and was trialled by members of CAG before being made more widely available.
- The CAG examined the Council's disposals programme; it reviewed sites released over the last three years, sites due for release, and sites identified for potential release over the next 3-5 years, including estimates as to how much capital/revenue could potentially be generated.
- The CAG reviewed the Council's Strategic Property Asset Management Plan and sought assurance from officers that future updates would include the option to explore opportunities for income generation relating to surplus property rather than solely seeking a capital receipt on disposal.
- The CAG discussed potential for expanding the Council's existing portfolio to include options such as an 'investment portfolio' approach and owning a property investment company.

- The CAG reviewed the Council's Office Strategy and the options for office use across the county. The Office Strategy will be kept under review alongside the emerging Transformation Programme to ensure it is aligned with our emerging workforce strategy.

5.7. **Review of Fees and Charges**
  - The level of fees and charges for the services the Council provides are reviewed annually as part of the Service & Resource Planning process.
  - The CAG undertook a comprehensive review and challenge of the proposed fees and charges for 2017/18 in order to maximise income potential. The expectation was that charges will increase by a minimum of 4% (or more where the market allows). This resulted in a number of fees and charges being increased to a higher rate than originally planned. The CAG's recommendations on the fees and charges were agreed by the Cabinet on 24 January 2017 as part of the Cabinet's proposed budget.

5.8. **Workplace Charging and Congestion Charging**
  - The Oxfordshire Local Transport Plan (adopted in July 2016) includes proposals to manage car traffic levels in Oxford and the introduction of a workplace parking levy. The CAG discussed both workplace parking and congestion charging options in Oxfordshire and had presentations from officers on both options on a number of occasions. It was recognised that although this would generate income, the reasons for introducing any charge would be for transport and environmental reasons and both options need to be explored fully.

  - The CAG considered a number of policy areas, provided challenge to officers developing policies and pushed for creative approaches to maximise income for the council. Its work reached a natural conclusion as the strategies it informed are being taken forward. The Cabinet endorsed the work of the Group and agreed to disband the group in December 2016.

Minerals and Waste CAG

5.9. The CAG has met twice this year, firstly in October 2016 and then again in January 2017. It had not met previously since October 2014 at which time it had considered a draft of the Local Aggregate Assessment and a revised draft of the draft Minerals & Waste Core Strategy (Part 1 of the Oxfordshire Minerals & Waste Local Plan).

5.10. The meeting in October 2016 was convened to consider the Interim report of the Inspector who had presided over the Examination Hearings for the submitted Core Strategy in the autumn of that year. The CAG was informed that the Inspector had been broadly supportive of the plan, including its proposed figures for minerals production, but had nonetheless identified the need for some modifications to be made and additional work on the accompanying Sustainability Appraisal. The meeting of the CAG in January 2017 duly considered the additional work which the Inspector had asked to be carried out, prior to consideration and agreement of the same material, for public consultation, at Cabinet later the same month.

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5.11. No further meetings of the CAG are currently planned and all being well the Core Strategy is expected to be adopted in the summer or early autumn of 2017.

6.	Conclusion

6.1. Challenges and opportunities remain ahead for Oxfordshire County Council. Budget pressures will be an ongoing challenge, and it is possible the structure of local government in Oxfordshire could radically change if current proposals for a unitary council enter the initial stages of implementation.

6.2. Changes to the way local government is funded and reorganisation at both a local and national level are likely to significantly alter the way that Oxfordshire County Council functions. For these reasons, the role of scrutiny will be even more important in providing robust, challenging and effective scrutiny.

6.3. Oxfordshire County Council will contribute to, and learn from, a Parliamentary Select Committee inquiry into local authority scrutiny functions. The inquiry, launched by the Communities and Local Government Committee in January 2017, will "consider whether overview and scrutiny arrangements in England are working effectively and whether local communities are able to contribute to and monitor the work of their councils."

6.4. Following last year's scrutiny annual report, the audit and governance committee requested the Leader, in consultation with the other political groups, to consider whether a scrutiny committee should be established specifically either for adult social care, or social care in general.

6.5. The consensus following this discussion was that changes should not be made in advance of significant other changes, and the county council election - but that the appropriate form of scrutiny should be looked at in the new council, following implementation of the senior management review, and clarity on the unitary process.

6.6. Oxfordshire County Council's scrutiny committees will continue to place emphasis on those areas where they can have the biggest influence, and will continue to look for opportunities to improve outcomes for the people of Oxfordshire.

6.7. The emphasis on close joint working will include working closely with partners to ensure the best possible services are delivered, whether we are directly responsible for the service or not. This also means being able to carefully and sensitively scrutinise the work of our partners where necessary, and this is an area of work that the chairmen are keen to focus on going forward.

Annex 1: Scrutiny Committee Membership

Performance Scrutiny Committee
Councillor Liz Brighouse OBE (Chairman)
Councillor Janet Godden (Deputy Chairman)
Councillor Sam Coates
Councillor Yvonne Constance OBE
Councillor Mark Gray
Councillor Patrick Greene
Councillor Jenny Hannaby
Councillor Steve Harrod (Stepped down on 13 December 2016)
Councillor Stewart Lilly
Councillor Sandy Lovatt (Appointed on 13 December 2016)
Councillor Charles Mathew
Councillor John Sanders

Education Scrutiny Committee
Councillor Mark Gray (Chairman)
Councillor Gill Sanders (Deputy Chairman)
Councillor Kevin Bulmer
Councillor John Christie
Councillor John Howson
Councillor Richard Langridge
Councillor Sandy Lovatt
Councillor Michael Waine

Education Scrutiny Co-Optees
Mrs Sue Matthew
Mr Richard Brown

Education Scrutiny Non-Voting Members
Ian Jones
Carole Thomson

Health Overview and Scrutiny Committee (HOSC)
Councillor Yvonne Constance OBE (Chairman)
District Councillor Nigel Champken-Woods (Deputy Chairman)
Councillor Kevin Bulmer
Councillor Surinder Dhesi
Councillor Tim Hallchurch MBE
Councillor Laura Price
Councillor Alison Rooke
Councillor Les Sibley
District Councillor Jane Doughty
District Councillor Monica Lovatt
District Councillor Andrew McHugh
District Councillor Susanna Pressel

HOSC Co-Optees

Moria Logie
Dr Keith Ruddle
Anne Wilkinson

Annex 2: Cabinet Advisory Group Membership

Income Generation Cabinet Advisory Group
Councillor Lawrie Stratford (Chairman)
Councillor Nick Hards (Vice-Chairman)
Councillor David Bartholomew
Councillor Nick Carter (in his capacity as Cabinet Member for Property)
Councillor Charles Mathew
Councillor John Sanders
Councillor Les Sibley
Councillor Richard Webber

Minerals and Waste Cabinet Advisory Group
Councillor David Nimmo-Smith (Chairman)
Councillor Anne Purse (Vice-Chairman)
Councillor Steve Curran
Councillor Lynda Atkins
Councillor Mark Gray
Councillor Patrick Greene
Councillor Nick Hards
Councillor Bob Johnston
Councillor Lorraine Lindsay-Gale
Councillor Charles Mathew
Councillor George Reynolds
Councillor John Tanner

PERFORMANCE SCRUTINY COMMITTEE – 16 March 2017

Children Missing from Home and Care in Oxfordshire

Report by the Strategic Lead for Missing Children

Prevalence of Children going Missing in Oxfordshire

1. **Introduction**

This report provides a strategic update on the number of children reported as missing from home, care and school in Oxfordshire, including children looked after by Oxfordshire County Council. It covers the period between **01st July 2016 to 31st December 2016**.

The report focuses on the main patterns, trends and concerns across the county which will be of note to strategic leads. It covers best practice in line with the agreed 'joint protocol 'and current risks or shortfalls and how these are being managed to ensure compliance with the relevant guidance issued by Department for Education (DfE) and the Association of Chief Police Officers (ACPO).

It is not intended to reflect the full picture of all of the work undertaken by the Missing Childrens Panel and partners within the period. Many investigations and analyses are active, awaiting further intelligence development or exploration with operational partners, third party agencies, and the children and families whom we are working to safeguard.

Safeguarding missing children is a key priority for the Oxfordshire Safeguarding Children Board (OSCB). The OSCB Child Sexual Exploitation subgroup is responsible for overseeing the partnership arrangements for missing children across the county.

A wide variety of information and intelligence has informed this report. Sources include information held on both Oxfordshire County Councils and Thames Valley Police databases (including crime, intelligence and missing persons), local authority databases and multi-agency records.

There remains evidence of risks related to missing children across all of Oxfordshire with varying patterns and trends in each locality.

2. **Current overview**

On the 31st Dec 2016 Oxfordshire was responsible for the welfare of 590 Looked After Children (LAC) excluding Unaccompanied Asylum Seeking Children (UASC);

this represents a 3.5% increase since the previous report. In addition across the same period the Local Authority supported 61 UASC; which represents an increase of 17.3%.

Of these, 103 children were in residential placements, 13 in our local authority provision, and 90 with private providers. This represents an increase of 10% since the previous report.

137 children were placed with an Independent Fostering Agency (IFA), an increase of 7.9%, of which 55 were in Oxfordshire. Across the same period we have also seen a 6.9% increase in the use of Oxfordshire's foster carers, with the use of kinship care remaining about the same compared to the previous 6 months.

3. **Comparison and Trends (Jan16/June16 compared with July16/Dec 16)**

When the above figures are compared the following is evident:

There has been a 4.7% increase in our LAC population (including UASC's).

Analysis - Across the period the number of LAC reported missing reduced from 67 to 63 which represent a 6.0% reduction.   There was a slight increase (3%) in the number of missing episodes mainly from schools and our residential provisions. Across the same period however there has been an increase from 164 to 188 Non-LAC being reported missing.

Status	Jan - June 2016		July - Dec 2016		% Change	
	Children	Episodes	Children	Episodes	Children	Episodes
LAC	67	236	63	245	**-6.0%**	**3.8%**
Non-LAC	164	317	188	476	**14.6%**	**50.2%**
Total	**224**	**553**	**240**	**721**	**7.1%**	**30.4%**

There is growing evidence to support an emerging pattern of a cohort of children whom are at risk of exploitation from Organised Crime Groups (OCGs) in relation to drug running and gang related activities. At first glance the victim profiling appears to be; children (predominantly males), aged between 13 and 17, and in the main Non LAC but where the family is known to CSC.

Number of Missing Episodes	Number of Children	Jan - June 2016	July - Dec 2016
One Episode	189	118	135
2-4 Episodes	121	77	68
5-9 Episodes	41	22	24
10-14 Episodes	13	5	4
15-20 Episodes	8	1	2

Of these 240 children (LAC + Non LAC) 189 were reported only on one occasion. There was a reduction over the last six months of 11.7% for children being reported missing for 2-4 episodes, whilst the numbers of children with more frequent missing episodes remained almost identical as the previous 6 month.

Conclusion – this is the second report which notes a reduction in LAC children being reported missing from care (when you consider the increased number of children currently coming into care this represents a reduction greater than the 6% cited). The strategic leads remain of the view that on evidence at the missing children's panel; the increase in children being reported missing for the first time is attributable to the improved understanding of the risks children are exposed to when missing, and TVP and CSC's effective local partnerships working prior to escalation to the missing children's panel forum. The strategic leads reaffirm that this should therefore be seen as effective identification of the risks, communication of the strategic plan/process, tighter Q&A/reporting, and the sharing/recording of information being used to keep children safer.

Action - The CSE subgroup has recently passed a proposal by the Missing Childrens Strategic Leads to create a task group to explore this in more detail at a strategic countywide level.

There has been a 17.3% increase in the presentation of UASCs

Analysis – Across the period we have seen a significant increase (% per person per missing report) of the number of UASCs being reported missing (this accounts for 5.6% of all missing reports across the reporting period). This is significant as it relates to just 11 children.

Locality Area Team	Jan - June 2016		July - Dec 2016		% Change	
	Children	Episodes	Children	Episodes	Children	Episodes
UASC	2	2	11	29	450.0%	1350.0%

Conclusion – The Local Authority has committed to supporting an additional 15 UASCs this year through the transfer scheme in addition to those that are located or present to the Local Authority spontaneously. A continued and sustained growth in UASC missing episodes would raise concern about the level of risk for these children and challenge the partnership in terms of resourcing and capacity. The strategic leads recommend that this be considered as part of the wider UASC strategic plan.

When we compare the data from Jan 16 – June 16 to that of July 16 – December 16, we can see that whilst numbers of children coming to the attention of the Local Authority have risen in all key vulnerable cohorts, indications are this is continuing to stabilise and level out.

Analysis – The previous report illustrated that across the last 6 months of 2015 our LAC population started to show signs it was levelling out. However it was anticipated overall numbers were likely to increase albeit it at a slower rate.

Conclusion - On review this appears an accurate assessment; as of the 31st Dec 16 the number of children coming into care over the past 6 months has risen 4.7%. This is down from 7.8% compared with the previous 6 months; representing a 3.1% reduction. As noted in the last report this should be seen a short term conclusion, which should be taken as a mid-long term hypothesis. A broader analysis of this will need to take place in April 2017 to see if this can be substantiated as sustainable conclusion.

The reporting of Missing Children within Oxfordshire has been divided into the following geographical areas in line with District Council Authority boundaries.

- Cherwell & West Oxford
- South Oxfordshire & Vale of the White Horse
- Oxford City

4. **Cherwell & West Oxfordshire**

Area	Jan - June 2016		July - Dec 2016		% Change	
	Children	Episodes	Children	Episodes	Children	Episodes
North	69	146	81	195	17.4%	33.6%

As noted in the table above children being reported missing and the frequency of reports being made have increased sharply across the past 6 months. 11 children account for 47% of all reported episodes within the area across this period. The majority of the other children reported missing went missing on only 1 occasion, often reported from school or by a parent due to challenging behaviour in line with the child's age and development, or as the result of returning back to school or home later than expected. It is also noted that there a disproportionate concentration of residential providers (72.4% of all currently provided in Oxfordshire) in this area so missing children reporting is anticipated to remain higher in the north when compared to other areas in the county. This has operational implications that strategic leads need to consider. The 11 children identified have been reviewed by the missing children's panel. Some have been identified as children at risk of drug and gang related crime and there is currently some initial exploratory work being undertaken to understand this in more detail, with and initial scoping report planned for presentation to the CSE subgroup in March 2017. Safeguarding discussions between the area teams, LPA, Kingfisher Team and Missing Childrens panel representatives continue on a weekly basis considering both the individual missing

reports and the wider links with emerging risk areas relating to drug running and gang related crime.

5. **South Oxfordshire & the Vale**

Area	Jan - June 2016		July - Dec 2016		% Change	
	Children	Episodes	Children	Episodes	Children	Episodes
South	63	120	55	148	-12.7%	23.3%

There has been a reduction in the overall number of children report missing when comparing the previous 6 months. There has however been an increase in the number of episodes relating to some children. As already noted in the North, the majority of the other children reported missing went missing on only 1 occasion, often reported from school or parents due to challenging behaviour in line with the child's age and development, or as a result of returning back to school or home later than expected. There is an emerging pattern that is linking young males aged 13-17 who are reported missing with intelligence links to drug running activities. There is also evidence of underreporting by some parents, with intelligence gathering indicating children being found whom have not been reported missing with other children that have been reported missing. This evidence also suggest links between children from across the county who are going missing together and/or have connections and links to local and countywide drug lines. It is unclear at this time if this is merely by name association or if there are wider links to OCGs and associated risks. The partnership is currently working to gather intelligence and establish links around a number of individuals in relation to drugs related risks, anti-social behaviour and any interdependencies to mother risk areas e.g. prevalence of CSE. At a local level work is already on-going between the CSC, LPA, and housing to disrupt the behaviour, which includes the suspected links to drug related crimes.

6. **Oxford City**

Area	Total		Jan - June 2016		July - Dec 2016		% Change	
	Children	Episodes	Children	Episodes	Children	Episodes	Children	Episodes
Central	119	471	75	236	70	235	-6.7%	-0.4%

Both initial and repeat missing reporting has reduced over the past 6 months. During an audit exercise that was undertaken by the strategic leads on a case of a child reported missing for more than 24 hours, the judgment reached was that the case had been managed safely, with a robust and effective understanding of the risks, and was compliant with statutory guidance. In addition the LPA has started work on

a police operation, with regards to children being or at risk of being exploited through drug running. This is gaining momentum and the missing children's strategic leads are arranging a strategic meeting with the relevant police officers and other professionals to look at both the risks within the LPA and a wider analysis of these risks across the county.

There was some focused work that linked CSE related risks to a young girl whom had been going missing from a residential provision. Through discussions at the missing children's panel intelligence was gathered about the male who targeted and associated with female children from the residential provision. An active investigation between the residential home, LPA and social care resulted in some very effective disruption work and more recently the prosecution and imprisonment of this male.

7. **Countywide:**

As noted below there was spike in missing and repeat missing children reports from October – November 2016.

Analysis - On review most children reported missing were aged 13-15 years old and the majority were first identifications. It is noted that this timeframe occurred during the same period of a police investigation into the alleged abduction and rape of a young girl in the Oxford area. On analysis the main reports made were from schools and parents specific to children that had either not arrived on time or had returned late. It is noted that in the two months since the allegation was discredited that missing reports are reducing again.

Conclusion - It is the assessment of the strategic leads that on probability; the spike in reporting has a direct correlation to this event as it was of significant interest to the public in terms of raising awareness of risks. In addition across the past 6 months the emerging pattern and trends linking missing behaviours to possible drug related activities has focused. This has produced tighter risk management across the partnership, and resulted in those children being suspected of being at risk, being reported missing in a more timely manner. This reflects the work being undertaken by CSC and the LPA with families in developing their understanding of this emerging area of risk

Missing Children - January to December 2016

Missing Episodes - January to December 2016
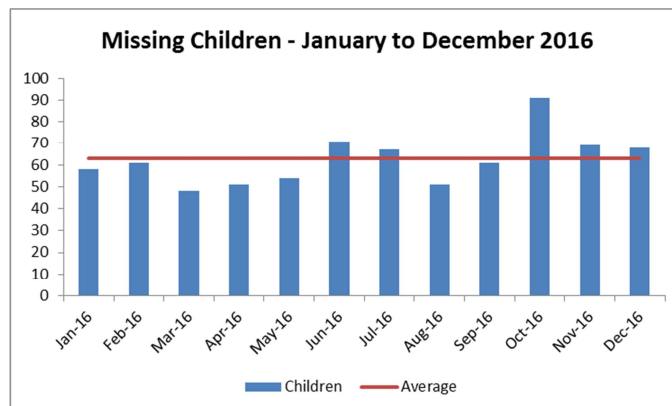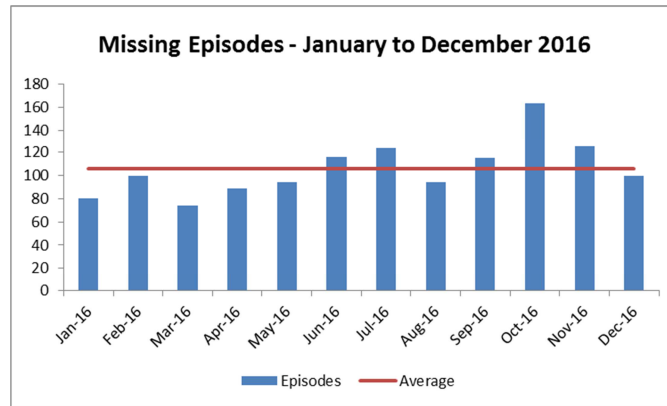
8. Reporting of out of county LAC missing episodes

There is a set procedure for providers commissioned by CSC to report on missing Oxfordshire LAC placed out of county. Under the current contract arrangements, a missing episode is a notifiable event and therefore providers (IFA and residential) must notify CSC of any missing episode. In March 2016 it was reported that the missing children's panel has highlighted that providers are not all fully adhering to these procedures and an action plan was implemented to reduce this risk. We have seen this significantly improve since the actions were implemented as noted in the previous report made to the subgroup in July 2016. This is an area that will be kept under monthly review by the Missing Children's Panel.

9. Reporting of out of area LAC children placed within Oxfordshire

The strategic leads for missing children for TVP and CSC continue to make quality assurance challenges to those authorities which place their LAC in Oxfordshire, ensuring that, as the host authority, the same safeguarding bench mark is applied to all LAC in Oxfordshire.

10. Return Interviews

Following the significant improvement in the completion of return interviews reported in the summer of 2016, it has proved challenging to maintain adherence to these procedures. There has been a 6% deterioration in the completion of return interviews across the past 6 months. It will take a continued joint effort from senior management to fully embed these processes to strengthen accountability; including on-going training for staff, resourcing considerations, discussion at meetings and oversight of quality and performance.

Action - The CSC strategic lead will be meeting with the Deputy Director to look at how improvement can be sustained. Positively the overall completion rate has

remained broadly consistent with the previous report, however the risk noted on the timely communication of the return interviews remains.

It was planned that a new reporting pathway within the CSC FWi system would be reconfigured so that missing return interviews are automatically emailed to the TVP missing children's co-ordinators on completion. This has not been achieved due to ICT infrastructure not being able to support this interface. As an alternative solution the CSC strategic lead is currently in the process of facilitating the TVP strategic lead and the missing children's coordinators being granted access and set up as a team within FWi so that this action can be completed.

Locality Area Team	Jan-Jun 16 % completed	Jun-Dec 16 % completed
Central	98.9%	91.7%
Northern	100.0%	95.4%
Southern	100.0%	95.9%
Disability	100.0%	80.0%
Total	**99.5%**	**93.5%**

11. Conclusion

This prevalence report is an assessment of the emerging patterns and trends in Oxfordshire as of 01st January 2017.

The Missing Childrens Panel is of the view that increases in children being reported missing for the first time is attributable to improved reporting and recording of information rather than increasing numbers of children going missing. The increased figures should therefore be seen as a sign of agencies (including schools and supported housing providers) being far more effective and proactive in reporting missing children and correct identification of possible risks they are exposed to.

It is evident that the number of children with 2 or more repeat missing episodes has actually reduced. When set against the increases in our LAC population, this suggests that we are managing our repeat missing children cohort more effectively across the partnerships by using Multi-Agency Risk Assessment and Management Plan (MARAMP) process which is now embedding into the RMO in NICHE.

There continues to be a daily reporting interface between TVP and CSC to ensure effective individual risk management and strategic oversight of all children reported missing within the previous 24 hours. In addition there are daily escalation and reporting systems to senior officers within both agencies.

There continues to be a strong evidence of improve practice within the partnership around children who go missing, and whom are exposed to CSE risks and other risk

are appropriately managed. All missing children processes continue to be monitored and quality assured on a daily basis including the implementation of strategy discussions for those children whom meet the threshold.

The strategic leads for Missing Children continue to highlight that the partnership will increasingly come under pressure to ensure that appropriate resources are directed towards safeguarding those children who are repeatedly missing, responses need to balanced, proportionate and targeted.   As previously reported there are strong lines of enquiry and developing intelligence which indicates that OCG's are involved in the exploitation of vulnerable males aged 13-17 years across the county with regards to drug running and gang related crime.   A joint operational task group is being convened and the terms of reference are currently being drafted.   A risk escalation report proforma is being designed and Terms of Reference agreed, which will be presented to the subgroup in March 2017 for consideration.

12. RECOMMENDATION

The Committee is RECOMMENDED to note the report.

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PERFORMANCE SCRUTINY COMMITTEE, 16 March 2017

**JOINT SESSION WITH CORPORATE
PARENTING PANEL, 16 JANUARY 2017**

Introduction

1. At Performance Scrutiny Committee's meeting on 22 September 2016 the council's Statutory Lead Cabinet Member for Children and Family Services, Cllr Melinda Tilley, extended an invitation to committee members to attend a meeting of the council's Corporate Parenting Panel.

2. Cllr Tilley is the Chair of the Corporate Parenting Panel. The Panel's purpose is to act as a champion for all Oxfordshire's looked after children and care leavers, to monitor their outcomes, and ensure that all partners are engaged in supporting their needs.

3. Several Performance Scrutiny Committee members had expressed a wish to attend a meeting of the Panel. The meeting on 16 January had been arranged to give members a better understanding of pressures on the council's budget for Children, Education and Families and of statements in recent quarterly performance reports that our numbers of children in care were higher, and rising faster, than those of comparable authorities.

4. Present from this committee on 16 January were: Janet Godden (also a member of the Corporate Parenting Panel), Mark Gray, Patrick Greene, Jenny Hannaby and Charles Mathew. At the beginning of the meeting the Panel Chair stressed that the council in its entirety is the corporate parent, and all councillors are welcome at any meeting.

Exempt Information

5. The Annex to the report is exempt. The public should therefore be excluded during consideration of the Annex because its discussion in public would be likely to lead to the disclosure to members of the public present of information in the following category prescribed by Part I of Schedule 12A to the Local Government Act 1972 (as amended):

Information relating to the financial or business affairs of any particular person (including the authority holding that information);

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that disclosure would distort the proper process of open competition and would prejudice the position of the authority in the process of the transaction and the Council's standing generally in relation to such transactions in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

Summary

6. In summary, discussion during the meeting covered two subjects:

    i. the council's placement strategy for looked-after children, including the cost and impacts of the delay in delivering the council's new children's homes in Thame, Eynsham, Didcot and Witney. Members were satisfied that matters are being pursued as far and as fast as they can be. The Panel Chair will consider what action should be taken forwards to the Council.

    ii. the issue of growing demand experienced in the early help and social care teams, which is feeding demand for placements. Members heard that this is not a question of more children being ill-treated, but of increased reporting. Activity levels around Child Protection plans remain high.

7. There followed a discussion of new initiatives within Children, Education and Families Directorate that it was hoped would ease pressures in the longer term.

8. Performance Scrutiny Committee will maintain its very keen focus on Oxfordshire County Council's children's services and will continue to scrutinise performance in this area both routinely and when particular issues arise.

RECOMMENDATION

9. **The Committee is RECOMMENDED to note the report.**

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