

# CABINET - 21 JULY 2015

## BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 4 2014-2015

Report by Head of Policy, Maggie Scott

### Introduction

1. This paper provides details of performance for quarter four (January – March 2015) for Cabinet to consider. Performance dashboards are included at Annex 1 for information and discussion.
2. The **key achievements** this quarter are;
  - The number of delayed transfers of care that are the responsibility of social care have reduced by almost 600 days per month since the same period last year.
  - The number of eligible people on self-directed support has remained consistently above-target all year.
  - The number of looked after children visits completed on time has remained above target despite rising demand.
  - Recently published Ofsted statistics show that Oxfordshire performs above both national and statistical neighbour averages for the proportion of both primary and secondary schools judged as good or outstanding.
  - All £21 million of the City Deal money has been spent against the agreed indicative spend profile.
  - Customer satisfaction rates for services delivered through the property and facilities contract with Carillion have remained above target levels.
3. The **key issues** this quarter remain largely the same as in quarter three. Cabinet are asked to take particular note of these issues;
  - Of significant concern within adult social care is the fact that providers are unable to meet the demand for social care. This issue was first identified in December 2013 (Q2 2013/14). This has contributed to an inability to improve the numbers of people who are considered delayed transfers of care. It has also contributed to the low number of people accessing reablement services and the waiting times to deliver care packages (section 4.2). These three issues have been raised on a quarterly basis since Q1 2013/14.
  - There continues to be a high demand for children's services. This is particularly evident in the number of looked after children placed out of county and in the timeliness of visits and reviews with children on child protection plans (paragraph 4.3.1; 4.3.2).
  - High persistent absence and exclusion rates in secondary schools, particularly amongst looked after children (paragraph 4.3.4).

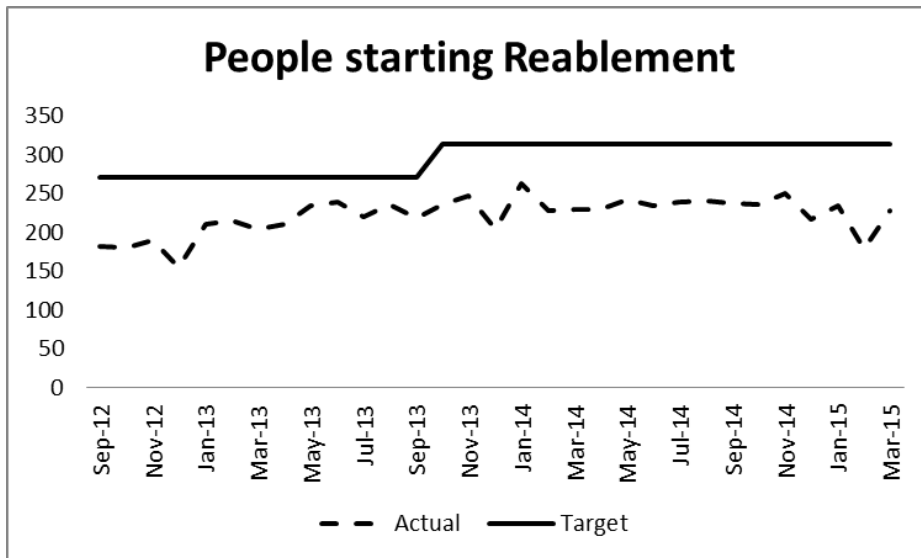
- Continuing low percentage of S106 monies identified in the confirmed capital programme (paragraph 4.4.1).
- Calls within the customer service centre are being answered more slowly, largely due to staff reductions (paragraph 4.4.3).
- Continuing decrease in fire stations availability for emergency response 100% of the time (paragraph 4.5.2).
- All Public Health indicators are below target (section 4.6).

### Key Performance Issues

4. This section discusses the key performance issues that arise from the performance dashboards. The dashboards can be found in Annex 1.

#### Adult Social Care

5. The number of people accessing **reablement** remains significantly below target. In previous quarters the root cause has been the low number of referrals from home. This quarter the number of referrals from acute hospital has also reduced, exacerbating the problem. Several initiatives have been set up to increase referrals from home and the service is working with the acute hospitals to reverse the recent reductions. However, work to improve referrals has yet to yield expected results.



There is also concern that 29% of people are waiting more than five days for their reablement service to start. It is likely that this delay is related to the high number of people who remain in the service once their reablement is complete, while they wait for their long term packages to start. Dedicated staff roles have been created to assess and review clients in order to improve timeliness targets. The two different providers of reablement services have also been asked to redesign the service into an integrated Support and Recovery at Home service, which is expected to increase capacity by 50% over the next year.

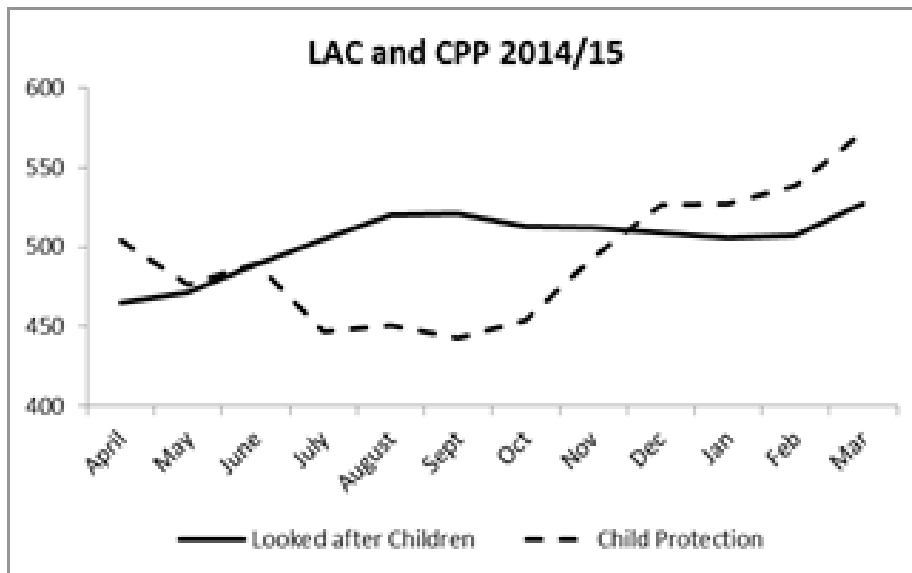
6. Although the number of **delayed transfers of care** that are the responsibility of social care alone are close to target and continue to improve, the number of delayed transfers that are the responsibility of both social care and health has risen again this quarter. This is now at a rate of almost twice the target and a rate similar to the same period last year. This performance should be viewed in the light of significant resources being invested to reduce delays, as part of the Delayed Transfers of Care Plan. Patient Choice is often a factor in lengthening delays in hospital discharge, but the delays are also extended as a result of the problems occurring within the reablement service and home care providers.
7. With the exception of the Christmas period, the number of people on the **assessment waiting list** has fallen since October 2014, but remains higher than at the end of the previous year. People on waiting lists continue to be assessed and allocated based on presenting risk. Managers continue to meet monthly to review waiting lists and associated action plans in order to reduce lists further. Work is on-going to review work practices and to replace IT systems to make them more efficient. These changes will be implemented in the summer of 2015 and will ensure people are assessed in a timelier manner.
8. The average time for agencies to start **care packages** has risen this quarter, by an extra day. This is now 4 days above a target of 7 days, and has been steadily increasing over the past year. The new block contracts, which began in November, have been an insufficient solution to the problem. This is because they only place pick-up time targets on providers up to the level of their guaranteed contractual hours. Providers have been delivering a substantial amount of care in excess of their guaranteed contractual hours. These additional hours do not have to be delivered within the same time constraints. Cabinet may wish to consider how the block contracts could be further developed to reduce the average time taken for agencies to start care packages.
9. Underpinning all these issues is the fact that providers are unable to meet the demand for social care, mainly as a result of difficulties recruiting and retaining staff. This is becoming a significant issue for Oxfordshire. Projections indicate that, over the next ten years, the county's social care workforce will need to increase by 750 jobs each year just to keep pace with increased demand for care and support in Oxfordshire. The overarching workforce priorities for adult social care in Oxfordshire are to build capacity and increase capability. The workforce programme has focused on a number of activities during 2014/15. These include: making better use of assistive technology, providing training tailored to specific needs, developing values-based recruitment initiatives, and developing a comprehensive strategy and action plan for the adult social care workforce.
10. The delivery of some of the above activities will continue into 2015/16. The Council will be working in partnership with Oxfordshire Clinical Commissioning Group and Oxfordshire Association of Care Providers to identify resources to deliver the 2015-18 workforce strategy and implementation plan, for which a

public consultation has recently ended. The Performance Scrutiny Committee has recently scrutinised the reablement contract, where the Workforce Strategy was cited as the key solution for some of the issues. The committee are due to further scrutinise the Strategy in January 2016 and will be able to consider the impact of the action plan across all of adult social care. Additionally there are several questions that Cabinet may wish to consider:

- How will the Workforce Strategy provide the required workforce numbers and quality?
- Is there any benefit in accelerating the work?
- What level of corporate oversight of this piece of work is appropriate, to provide assurance that it will deliver expected results?

### **Children Education and Families**

11. **Demand** in children's social care continues to rise. The number of children looked after and on a child protection plan have both increased by 13% in 2014/15 in Oxfordshire. This has impacted particularly on the number of child protection reviews and child protection visits being completed on time, both of which are currently below target. However, the number of looked after visits being completed on time is well within the target of 90%, all child protection and looked after cases have an allocated social worker, and the number of repeat child protection plans has been brought down significantly throughout the year.



12. A significant impact of increased demand is that the number of looked after children **placed out of county** has continued to increase. It is now 50% higher than the target. The ongoing Placement Strategy to provide more children's homes and recruit more foster carers within Oxfordshire will help to mitigate this in the long term. In the short term, the Family and Placement Support Service is providing support to cover family breakdown and to prevent young people from coming into care in an unplanned way.

13. Oxfordshire continues to perform above the national and statistical neighbour average for **good/outstanding primary and secondary schools**. However, despite this, the number of schools that are outstanding remains below target. The number of schools judged inadequate is currently at 4, which is above target but is significantly lower than this time last year when there were 10 inadequate schools.
14. The secondary school **persistent absence and exclusion rates** remain a concern. Persistent absence rates dipped during the year but have now returned to their 2013/14 levels. The looked after children persistent absence rate is also particular concern, rising significantly this quarter. This is concerning, not only because of the potential impact on educational attainment, but also on the potential safeguarding risk of this already vulnerable group of learners. The absence of looked after children is monitored on a daily basis, with individual support provided where necessary.

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

15. The amount of s106 money held, the use of which is identified in confirmed programmes, is still well below target at 37.5%, although it is currently at the highest rate it has been all year. The Council currently holds £79.55m in S106 contributions and out of that amount, £29.87m allocated to schemes is in the current confirmed capital programme. A significant portion of the remaining £49.78m will be used against future capital schemes yet to appear in the programme. The value S106 funding commitments in the current capital programme totals £102.61m (Capital Programme Feb 2015). The reason we do not yet hold all of this money is that developments due to make the payments have not yet reached the stages which would trigger the requirements to pay. The Performance Scrutiny Committee are due to examine the s106 processes in June 2015.
16. Performance in relation to apprenticeship placements, across a wide range of industries, appears to be poor. The indicator has been rated as amber, as most of the data for the 2014/15 financial year is still inaccessible, and a positive end of year position cannot be confidently predicted. Funding from the Skills Funding Agency is still being used for initiatives to increase take-up of apprenticeships by running publicity campaigns and promoting them to young people in schools as well as targeting parents and employers. Other activities are also being procured from external providers.
17. Performance of the speed at which calls are answered, within the customer service centre, has dropped below target for the first time this year. The last quarter has been particularly challenging for a number of reasons including seasonal increases in demand across the Social and Health Care Team and Highways Team. The Social and Health Care Team has also suffered from high staff turnover, the impact of which was heightened by a recruitment freeze. Interim measures have been implemented to increase staffing levels. In the longer term, the Social and Healthcare Team within the customer

service centre will be reviewed alongside the wider localities restructure and MASH implementation.

18. 42,917 properties now have access to super-fast broadband. This is below the original target of 48,942, but the reduction came from an OCC-instigated project change request that limited the coverage BT could achieve this year. The purpose of the change request was in recognition of the fact that some villages had been planned to have small cabinets installed. OCC considered the demand for broadband in these villages would exceed the cabinet capacity and elected to install the larger cabinets to ensure demand did not exceed capacity. The reduction in the target for this year will be rolled over the target for next year.

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

19. Performance in the Fire and Rescue Service has generally been good. It has performed consistently well against its targets to save lives, save the economy money and provide safety advice to citizens.
20. There has been a further small reduction in fire stations' availability for emergency response. Operational resource availability has been an on-going challenge; however the overtime ban has now been lifted and a proposed bank system to cover short terms absences is about to commence which is aimed at improving availability. The effective use of resilience crews has assisted in improving response times particularly in areas outside of Oxford City, with annual response time targets steadily improving with all targets being met for 2014/15. Overall the target of attendance times is the more important factor and this is now being exceeded over the year through more targeted recruitment and retention of operational on-call staff and more flexible working of full-time operational resources across the entire county.

### **Public Health**

21. Although some data is not yet available overall performance on all public health success indicators is below target. However, Oxfordshire is well ahead of the national average in terms of the percentage of primary school **children classified as obese**. and obesity is low (16.9% compared with 19.1%). Obesity is everyone's business and all individuals, families and organisations have a role to play. The target set is deliberately ambitious to encourage partners such as schools and District councils to continue to play their part.

**Figure 1: Percentage of primary school children classified as obese**

	Target	England	South East	Oxfordshire 06/07-13/14 Lowest-highest	Actual 2013/14
<b>Reception</b>	<7%	9.5%	8.0%	6.4%-8.6%	7.3%
<b>Year 6</b>	<=15%	19.1%	16.4%	15.1%-16.9%	16.9%

In order to reduce the prevalence of obesity public health are working with a range of agencies, through the health and wellbeing board. The activity being undertaken includes: implementing the healthy weight strategy; developing a public health agenda in schools through school health nursing service; supporting the Oxfordshire Play Association to encourage physical activity in young children; and working with London Welsh to promote sport in schools. 72 classes across Oxfordshire will have been through the 6 week programme by the end of the school year

The Council has a specific responsibility is to ensure that child measurement is carried out in order to enable population surveillance, in relation to childhood obesity. Last year the council re-tendered the contract to provide this service and included an incentive payment to increase coverage. The increased percentage in year six coverage equates to an additional 1000 children being measured. Overall, the council performs well in terms of the coverage within the child measurement programme, see below table.

**Figure 2: Percentage of children measured as part of National Childhood Measurement Programme**

	Target	England	Actual 2012/13	Actual 2013/14
Reception	90%	94%	93.4%	96.9%
Year 6	90%	94%	90.2%	95.6%

22. Uptakes of **health checks** have improved this quarter, although remain below target for the year. Despite this, Oxfordshire currently has the best performance on health checks in the region and outstrips national performance. The council pays general practices to carry out these checks and the target is set ambitiously high (65%) to get the best performance from general practice and so give the people of Oxfordshire the best value for money.

**Figure 1: Cumulative % of the eligible population aged 40-74 who received an NHS Health check 2014/15 (Q1-Q3)**

	Oxfordshire	Thames Valley	England
Health Check Uptake	48.3%	47.5%	46.4%

Plans are in place to further improve uptake rates and include:

- Working with all practices to ensure that they actually offer and deliver health checks proactively. This has increased the number of practices delivering health checks particularly in the city, where historically some practices had very little activity.
- Running a quality assurance (QA) process of all practices, leading to training has to improve risk recording and risk communication in relation to cardiovascular disease.
- A range of advertising campaigns.

23. There has been a national trend for **smoking cessation**, which has shown a 20% fall in successful quitters across the board in 2014/15. The numbers of smoking quitters in Oxfordshire appear to be following this trend. An ambitious new contract has been let from the 1st April 2015 and is expected to deliver improvements.
24. The Council inherited the **drug rehabilitation and treatment** service from the NHS at a point where performance was very poor indeed. Since the service has been under Council management it has been completely overhauled. As a result, performance is unlikely to reach target levels but is steadily improving. As part of this programme of improvement, the main contract has been re-let for adult services and started on the 1st April 2015. The target has been kept deliberately high as a statement of ambition and to show our commitment to service improvement.

**RECOMMENDATION**

25. **Cabinet is RECOMMENDED to note and discuss the performance reported in the dashboards.**

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HEAD OF POLICY

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ANNEX 1

ADULT SOCIAL CARE

Success Indicator										
Safeguarding	1									
		Success Indicator	Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Supporting People to live at home as long as possible	2	Reduce the number of older people permanently placed in a care home and funded by the local authority to 10.5 per week or fewer ( <i>Better Care Fund Metric</i> )	546	Y	626	172	324	445	598	A
	3	Increase the number of older people supported in the community with a personal budget for long term care ( <i>Better Care Fund Metric</i> )	2,348	N	2,122	2,355	2,341	2,275	2,260	A
	4	Increase the number of Extra Care Housing units provided	768	Y	512	512	512	512	714	A
Personalisation	5	Maintain the high level of eligible people on Self-Directed Support	80%	N	80%	81%	82%	83%	83%	G
	6	Increase the proportion of people using social care who receive a direct payment	1,525	N	1,387	1,396	1,400	1,481	1,469	A
Reablement Services	7	Maintain the high proportion of service users who have had a review in the last 12 months	75%	N	75%	75%	78%	73%	75%	G
	8	No one will wait more than 5 days for their reablement service to start	0	Y	29%	34%	26%	23%	29%	A
	9	Number of people accessing reablement	3750 (10 people per day)	Y	2759 (10 people per day)	703 (8 people per day)	1416 (7.8 people per day)	2121 (7.7 people per day)	2760 (7.6 per day)	R
Delayed Transfer of Care	10	Reduce delayed transfers that are the responsibility of social care ( <i>Better Care Fund Metric</i> )	1064 days per month (35 people per day on average)	Y	1703 days per month (56 people per day on average)	1040 (34 people per day)	1134 (37 people per day)	1130 (37 people per day)	1118 (37 people per day)	A
	11	Reduce delayed transfers that are the responsibility of both social care and both (social care & health) ( <i>Better Care Fund Metric</i> )	408 days per month (13 people per day on average)	Y	782 days per month (26 people per day on average)	685 (22 people per day)	707 days (23 people per day)	690 days (23 people per day)	801 days (26 people per day)	R

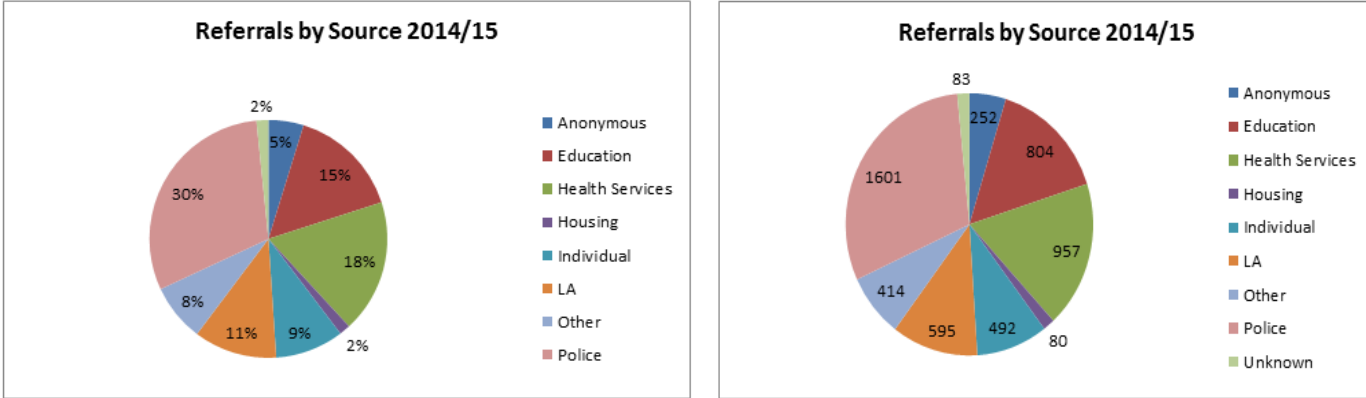
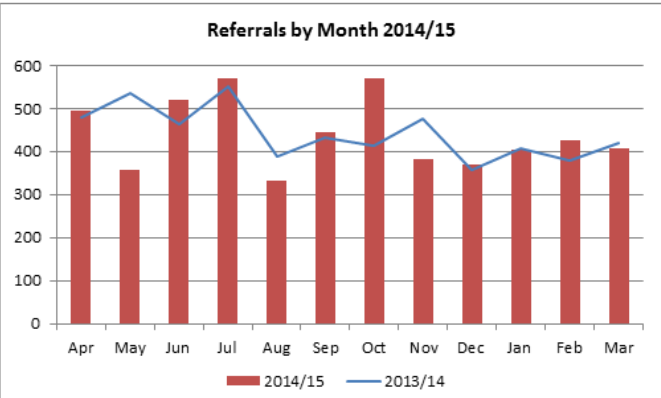
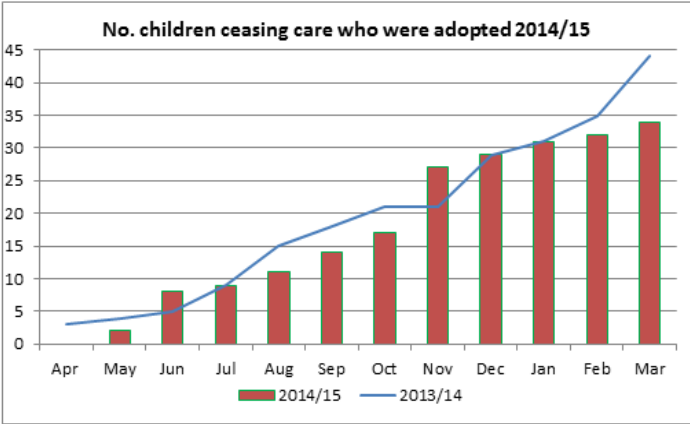
## ADULT SOCIAL CARE (CONTINUED)

Success Indicator		Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating	
Waiting Lists	12	Reduce the number of people not receiving a service who are waiting for more than 28 days for an assessment								
	13	For packages in the community, reduce the average time for an agency to start care from referral	7 days	Y	9 days	10 days	11 days	11 days	12 days	R
Support to Carers	14	Increase the number of carers known and supported through Council funding	17,000	N	15,474	15,723	15,843	16,039	16,265	A
	15	Increase the number of carers accessing emergency support through Council funding	3,880	N	3,234	3,346	3,440	3,571	3,701	A
Providing Information to all	16	1800 people to receive information and advice about areas of support as part of community information networks in 14/15	1800	Y	New measure	466	n/a	n/a	25,654	G



Success Indicator		Target	Financial Monitoring Report position at end of December 2014	On Target	Notes	
Financial Performance	17	Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 2.0% of net budget	+£1.458m or +0.8%	Yes	Includes an overspend of £4.255m on the Council's share of the Learning Disability Pooled budget plus a further +£0.513m overspend carried forward from 2013/14. One-off funding held in the Older People and Equipment Pooled Budget Reserve and Public Health Reserve has been used to support the in-year position. The on-going effect has been addressed as part of the 2015/16 Service & Resource Planning process.
	18	Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	<2.0% of net budget	-£1.287m or -4.5%	Yes	Includes an underspend of -£0.518m on the Retained Firefighters budget and -£0.319m on Community Safety.
	19	Actual Pooled Budget Reserves as at 31 March 2015	-	£3.505m	-	£1.000m from the Older People's Pooled Budget Reserve and £0.500m from the Physical Disabilities Pooled Budget Reserves has been used to meet in-year pressures in the Learning Disabilities Pooled Budget. Includes a contribution of £0.660m to cover the on-going costs in 2015/16 from Delayed Transfers of Care schemes. The balance is fully committed for use in 2015/16 and beyond.
	20	Other Directorate Reserves (as at 31 March 2015)	-	£0.325m	-	Fire Control and other Fire & Rescue and Community Safety Reserves.
	21	Number of 2014/15 budget virements requested requiring Council approval as they were a change in policy	-	-	-	
	22	Planned savings for 2014/15 assumed in the MTFP have been achieved	100% achieved	92% expected to be achieved	No	A saving of £1.061m (S16) relating to the Learning Disabilities Pool has not been achieved. The impact has been managed within the overall outturn position for 2014/15. The on-going effect has been addressed as part of the 2015/16 Service & Resource Planning process.

**CHILDREN EDUCATION & FAMILIES**

Success Indicator											
Keeping Children Safe	1	Number of referrals to children's social care – broken down by referring agency									
			<b>Success Indicator</b>	<b>Target</b>	<b>Cumulative Target Y/N</b>	<b>2013/14 Year End Position</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>RAG Rating</b>
	2	Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of end of a previous plan	9%	Y	9.3%	15.1%	7.5%	5.7%	6.0%	G	
	3	No child protection plan cases without an allocated social worker	0	N	0	0	0	0	0	G	
	4	No looked after children cases without an allocated social worker	0	N	0	0	0	0	0	G	
	5	At least 98% of child protection reviews completed on time	98%	Y	96.9%	99.1%	96.30%	93.6%	95.3%	A	
	6	90% of visits to children on child protection plan completed in line with the plan and within the Council's 28 day standard	90%	N	82.3%	83.3%	81.70%	83.1%	79.9%	A	
	7	90% of visits to looked after children completed in line with the plan	90%	N	88.5%	90%	91.6%	94.5%	92.5%	G	
	8	% of children who go missing from home on two or more occasions	No target set monitoring only	Y	15.3%	9.7%	15.7%	17.1%	19.0%	No target set. Trend monitored by OSCB	
	9	Number of children subject to both child protection plans and being looked after	No target set monitoring only	N	23	27	20	20	33	No target set monitoring only	
	10	Number of children adopted as a percentage of all children who ceased to be looked after									
	11	No more than 50 children placed out of county and not in neighbouring authorities	50	N	51	69	80	65	74	R	

## CHILDREN EDUCATION &amp; FAMILIES (CONTINUED)

Success Indicator			Target (for 14/15 academic year)	Cumulative Target Y/N	Year End Position (for academic year 13/14)	Q1	Q2	Q3	Q4	RAG Rating
Raising Attainment	12a	% of children attending primary schools judged good or outstanding by OFSTED	86%	Y	82%	78%	79%	82%	84%	A
	12b	% of children attending secondary schools judged good or outstanding by OFSTED	85%	Y	82%	85%	85%	82%	86%	A
	12c	% of children attending special schools judged good or outstanding by OFSTED	83%	Y	81%	81%	81%	83%	83%	G
	13	Number of schools judged inadequate by OFSTED	1	Y	6	11	6	3	4	A
	14	% Children's Centres that are judged good or outstanding by OFSTED	80%	Y	75%	75%	76%	76%	76%	A
Closing The Gap	15a	Primary school persistent absence rate	1.9%	Y	2%	2.9%	2%	5.6%	2.4%	A
	15b	Secondary school persistent absence rate	<6.2%	Y	6.2%	6.9%	6.2%	6.2%	7.3%	R
	16a	Primary Schools - Number of Permanent exclusions	<9	Y	10	9	9	supressed	supressed	A
	16b	Secondary Schools - Number of Permanent exclusions	<19	Y	19	13	13	5	17	R
	17a	Primary Schools - Number of Fixed Term exclusions	<496	Y	496	413	424	50	178	G
	17b	Secondary Schools - Number of Fixed Term exclusions	<2072	Y	2072	1635	2529*	253	1013	R
	18	Proportion of young people Not in Education, Employment or Training (NEET)	<4%	Y	4.7%	4.4%	6%	3.7%	3.6%	G
	19	Proportion of young people whose NEET status is 'not known'	<5%	Y	11.8%	5.4%	47.6%	7.8%	5.2%	A
	20	Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds	<24.7	Y	24.7	25.3	Data not available	Data not available	Data not available	Data not available
	21	Looked after children overall absence rate	3%	Y	4%	3.3%	3.6%	3.9%	4.2%	A
22	Looked after children persistent absence rate	3%	Y	4%	5.3%	5.3%	6.3%	5.6%	R	
23	% Troubled Families officially turned around according to national measure	80%	Y	55%	N/A data recorded every 6mths	100%	96%	N/A data recorded every 6mths	G	

Success Indicator			Target	Financial Monitoring Report position at end of December 2014	On Target	Notes
Financial Performance	24	Actual expenditure for Education & Early Intervention is in line with the latest agreed budget	<2.0% of net budget	£0.942m or -1.9%	Yes	Includes +£1.326m overspend on Home to School Transport. The on-going effect has been addressed as part of the Service & Resource Planning process.
	25	Actual expenditure for Children's Social Care is in line with the latest agreed budget	<2.0% of net budget	+£2.475m or +4.9%	No	Includes an overspend of +£1.627m on external placements due to an increase in the number and cost of support days. (*) This position includes the release of £2.751m of corporate contingency agreed by Council on 4 November 2014. The underlying overspend on placements is +£4.429m. The on-going effect has been addressed as part of the 2015/16 Service & Resource Planning process.
	26	Actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget	<2.0% of net budget	+£0.089m or +1.5%	Yes	
	27	School Reserves (as at 31 March 2015)	-	£21.919m	-	Includes £5.9m new school set up fund which will be used to address expected budget pressures in future years for pupil growth, or basic needs revenue funding for the creation of new schools and academies.
	28	Directorate Reserves as at 31 March 2015	-	£4.156m	-	This position includes a contribution from reserves of £0.825m to offset part of the overspend in Children's Social Care.
	29	Number of 2014/15 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
30	Planned savings for 2014/15 assumed in the MTFP have been achieved	100% achieved	96% expected to be achieved	No	All savings are expected to be achieved other than £0.062m relating to All Rights Exhausted clients (14CEF8) and £0.050m Corporate Parenting (14CEF6). The impact has been managed within the overall outturn position for 2014/15.	

**CHILDREN EDUCATION & FAMILIES  
ACHIEVEMENTS AND ATTAINMENT INDICATORS REPORTED ANNUALLY**

Success Indicator		Target 13/14 academic year	Cumulative Target Y/N	Position at start of reporting period 12/13 academic year	13/14 academic year	RAG Rating
1	EYFS - % reaching a good level of development	52%	n/a	48%	60%	G
2	KS1 - % level 2b+ reading	86%	n/a	81%	82%	A
3	KS1 - % level 2+ reading	90%	n/a	89%	90%	G
4	KS1 - % level 2b+ writing	87%	n/a	86%	86%	A
5	KS1 - % level 2b+ maths	93%	n/a	93%	92%	A
6	KS2 - % level 2+ reading, writing, maths	80%	n/a	78%	78%	A
7	Oxfordshire's rank nationally for KS2 level 4+ reading, writing, maths	Top or 2nd quartile	n/a	2nd quartile (39 <sup>th</sup> )	3 <sup>rd</sup> quartile (88 <sup>th</sup> )	R
8	% making expected 2 levels of progression KS1 - reading	91%	n/a	90%	92%	G
9	% making expected 2 levels of progression KS1 - writing	93%	n/a	93%	94%	G
10	% making expected 2 levels of progression KS1 - maths	90%	n/a	89%	91%	G
11	Number of primary schools below KS2 Floor Standard	<5	n/a	7	10	R
12	KS4 - % 5 A*-C GCSEs including English and maths	63%	n/a	61%	50.40%	Not rated
13	Oxfordshire's rank nationally for KS4 – 5 A*-C inc English and maths	2nd quartile	n/a	3rd quartile (80 <sup>th</sup> )	2 <sup>nd</sup> quartile (43 <sup>rd</sup> )	G
14	% making expected 3 levels of progression KS2-4 English	72%	n/a	71%	74%	G
15	% making expected 3 levels of progression KS2-4 maths	73%	n/a	72%	71%	A
16	Number of secondary schools below KS4 Floor Standard	0	n/a	0	1	R

**ADDITIONAL INDICATORS TO BE REPORTED TO EDUCATION SCRUTINY ANNUALLY**

Success Indicator		Target 13/14 academic year	Cumulative Target Y/N	Position at start of reporting period 12/13 academic year	13/14 academic year	RAG Rating
17	FSM pupils - % making expected progress KS1-2 reading	90%	n/a	84%	87%	A
18	FSM pupils - % making expected progress KS1-2 writing	91%	n/a	89%	89%	A
19	FSM pupils - % making expected progress KS1-2 maths	85%	n/a	82%	84%	A
20	FSM pupils - % making expected progress KS2-4 English	54%	n/a	43%	51%	A
21	FSM pupils - % making expected progress KS2-4 maths	51%	n/a	45%	40%	R
22	School Action Plus pupils - % 5 A*-C GCSEs including English and maths	15%	n/a	10%	8%	R
23	School Action Plus pupils - % making expected progress KS1-2 reading	77%	n/a	75%	77%	G
24	School Action Plus pupils - % making expected progress KS1 writing	87%	n/a	86%	83%	R
25	School Action Plus pupils - % making expected progress KS1- 2 maths	74%	n/a	73%	75%	G
26	School Action Plus pupils - % making expected progress KS2-4 English	35%	n/a	33%	39%	G
27	School Action Plus pupils - % making expected progress KS2-4 maths	30%	n/a	24%	22%	R
28	Looked After Children - % Level 4+ reading, writing, maths	50%	n/a	46%	39%	R
29	Looked After Children - % making expected progress KS-2 reading	61%	n/a	91%	83%	G
30	Looked After Children - % making expected progress KS-2 writing	61%	n/a	100%	83%	G
31	Looked After Children - % making expected progress KS -2 maths	61%	n/a	91%	72%	G
32	Looked After Children - % 5 A*-C GCSEs including English & maths	15%	n/a	supressed	9%	R
33	Looked After Children - % making expected progress KS2-4 English	37% reported cohort	n/a	31% (9/35) reported cohort 30% (11/47) whole cohort	?	G
34	Looked After Children - % making expected progress KS2-4 maths	31% reported cohort	n/a	26% (8/35) reported cohort 21% (8/47) whole cohort	?	A

ENVIRONMENT & ECONOMY

Success Indicator		Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating	
Strategy & Infrastructure Planning	1	Increase the number of apprenticeship placements by 125 to contribute to City Deal target of 525 additional apprenticeships by March 2017 (against baseline of 2013/14)	2,668 (16-23 yr olds)	Y	2,543 (16-23yr olds) (2012/13)	1,015 (16-23 yr olds Aug 13-Oct 14)	1,382 (provisional Aug 13 – Jan 14)	570 (provisional April 14- July14)	576 (16-23 yr olds April 14 - July 14)	A
	2	Achieve 120 inward investment enquiries through Invest in Oxfordshire	120	Y	148	61	87	110	128	G
	3	70% of mineral and waste applications determined within 13 weeks	70%	Y	67%	86%	84%	94%	82%	G
	4	80% of major District Council applications responded to within the agreed deadline	80%	Y	80%	88%	91%	90%	84%	G
	5	Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process	80%	Y	96%	86%	86%	88%	86%	G
	6	% of S106 monies held, the use of which is identified in confirmed programme	75%	Y	86%	29%	30.70%	33%	38%	R
	7	Deliver £21m of City Deal spend by 2016 by spending against agreed indicative spend profile	£21m	Y	£1m	£0.481m	£7,169,214	£12.61m	£21m	G
Commercial	8	98% of highway defects posing an immediate risk of injury repaired within 24 hours	98%	N	98.8%	100%	98.6%	100%	100%	G
	9	80% of highway defects that create a potential risk of injury repaired within 28 calendar days	80%	N	62.3%	80.5%	92.3%	95.20%	88.70%	G
	10	Maintain a minimum 50% public satisfaction rate with the highways service	50%	N	50.2%	50.2%	50.2%	53.90%	53.90%	G
	11	At least 61% of household waste is reused, recycled or composted	61%	Y	59.5%	63.2% (to May 2014)	63.5% (to Aug 2014)	62.70%	61%	G
	12	Total capital receipts delivered from property disposal, as a percentage of the target capital receipts baseline (£2.252m) identified in the annual disposals programme	100%	Y	new measure	No capital receipts due in Q1	13.30%	71%	77.70%	G
	13	Achieve 80% satisfaction on customer satisfaction surveys received in relation to the facilities and property contract	80%	N	new measure	77%	68.80%	77%	89%	G
Oxfordshire Customer Services	14	At least 80% calls answered within 20 seconds	80%	Y	83%	86%	86%	84%	70%	A
	15	90% of calls are dealt with at first contact where the CSC has responsibility for a complete solution	90%	Y	new measure	Reported from Q2	99%	98%	99%	G
	16	100% of calls are dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC	100%	Y	new measure	Reported from Q2	100%	100%	100%	G
	17	Number of properties that have access to super-fast broadband	Q1: 6,968 2014/15: 48,942	Y	new measure	7,685	16,831	29,000	42,917	G
Contextual data	18	Number of jobs generated through Invest in Oxfordshire	Number of claimants of Job Seekers Allowance							
	19									

ENVIRONMENT & ECONOMY (CONTINUED)

		Success Indicator																																	
Contextual data	20 21	Annual road condition against £ spent per mile	Road condition (number of defects) against same quarter last year																																
		<table border="1"> <thead> <tr> <th>Financial Year</th> <th>2009-10</th> <th>2010-11</th> <th>2011-12</th> <th>2012-13</th> <th>*2013-14</th> </tr> </thead> <tbody> <tr> <td>Capital Expenditure Average Cost/Mile</td> <td>£112,763</td> <td>£117,650</td> <td>£186,950</td> <td>£191,659</td> <td>£233,530</td> </tr> <tr> <td>Principal Rd Condition (A Road % Deterioration)</td> <td>4.3%</td> <td>4.2%</td> <td>5.0%</td> <td>5.0%</td> <td>3.0%</td> </tr> <tr> <td>Non-Principal Rd Condition (B &amp; C Road % Deterioration)</td> <td>10.0%</td> <td>10.0%</td> <td>11.0%</td> <td>9.0%</td> <td>5.0%</td> </tr> <tr> <td>Unclassified Rd Condition (U Road % Deterioration)</td> <td>13.1%</td> <td>16.0%</td> <td>15.0%</td> <td>18.0%</td> <td>19.0%</td> </tr> </tbody> </table> <p>Total Carriageway Lane Length 3461 Miles</p>	Financial Year	2009-10	2010-11	2011-12	2012-13	*2013-14	Capital Expenditure Average Cost/Mile	£112,763	£117,650	£186,950	£191,659	£233,530	Principal Rd Condition (A Road % Deterioration)	4.3%	4.2%	5.0%	5.0%	3.0%	Non-Principal Rd Condition (B & C Road % Deterioration)	10.0%	10.0%	11.0%	9.0%	5.0%	Unclassified Rd Condition (U Road % Deterioration)	13.1%	16.0%	15.0%	18.0%	19.0%			
Financial Year	2009-10	2010-11	2011-12	2012-13	*2013-14																														
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Unclassified Rd Condition (U Road % Deterioration)	13.1%	16.0%	15.0%	18.0%	19.0%																														
	22	Amount of waste arising per head of population (year on year comparison)																																	

		Success Indicator	Target	Financial Monitoring Report position at end of December 2014	On Target	Notes
Financial Performance	23	Forecast expenditure for Commercial is in line with the latest agreed budget	< 2.0% of net budget	£0.118m or -1.6%	Yes	
	24	Forecast expenditure for Strategy & Infrastructure is in line with the latest agreed budget	<2.0% of net budget	£1.704m or -2.5%	Yes	Includes an underspend of £1.106m on Waste Management.
	25	Forecast expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	< 2.0% of net budget	£0.577m or +6.7%	No	An overspend of +0.598m in ICT is due to a number of challenging savings and one – off costs.
	26	Forecast Directorate Reserves as at 31 March 2015	-	£7.197m	-	Reduction of £3.090m during 2014/15 reflects the use of one – off funding for various projects and the use of the On – Street Parking Account as defined by statute.
	27	Number of 2014/15 budget virements requested requiring Council approval as they are a change in policy	-	1	-	Request to approve a reduction of £1.292m to the budget for the expected in – year on street parking income to better reflect the actual income being received.
	28	Planned savings for 2014/15 assumed in the MTFP are expected to be achieved	100% achieved	86% expected to be achieved	Yes	£0.925m of planned savings have not been achieved. The impact has been managed within the overall outturn position for 2014/15 and offset against underspends elsewhere or other savings achieved earlier than planned. The on-going effect of £0.640m of the savings not achieved was addressed as part of the 2015/16 Service & Resource Planning process. The directorate have found alternative savings in 2015/16 for the remaining amount.
	29	Forecast expenditure for Commercial is in line with the latest agreed budget	< 2.0% of net budget	£0.118m or -1.6%	Yes	

## PUBLIC HEALTH

Success Indicator			Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
National Childhood Measurement Programme	1	% of Primary school children classified as obese in Year 6	15%	N	15.2%	Data not available until Q3		16.90%	No new data	R
	2	% of primary school children classified as obese in Reception	<7%	N	6.4%	Data not available until Q3		7.30%	No new data	R
Health checks	3	% of people offered a health check who have taken up the offer	65%	Y	45.9%	41.5%	43.5%	48.3%	53.3%	R
	4	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	385	Y	285	49	101	137	158	R
Smoking Cessation	5	Support 3800 people to become '4 week quitters' per annum	3800	Y	3622	626	1133	1633	1955	R
Drug Treatment & Rehabilitation	6	Number of users of opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment	8.2%	Y	7%	7.1%	6.9%	7.2%	6.7%	R
	7	Number of users of non- opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment	41.7%	Y	13.6%	14.5%	17.7%	17.7%	20.2%	R

Success Indicator			Target	Financial Monitoring Report position at end of December 2014	On Target	Notes
Financial Performance	8	Actual expenditure is in line with the latest agreed budget	< 2.0% of gross budget	£-2.310m or -8.7%	Yes	Funded by a ring-fenced grant of £26.086m in 2014/15. The underspend has been placed in the Grants and Contributions Reserve for use in future years.
	9	Directorate Reserves as at 31 March 2015	-	n/a (*)	-	(*) 2013/14 and 2014/15 underspends held in Grants and Contributions Reserve.
	10	Number of 2014/15 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
	11	Planned savings for 2014/15 assumed in the MTFP have been achieved	n/a	n/a	n/a	Public Health is wholly grant funded and does not have any savings to achieve in 2014/15.

## FIRE AND RESCUE SERVICE

Success Indicator			Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	45 lives saved per year against the OFRS 10 year 365Alive target through emergency response and preventative activity concerning fires and road traffic collisions		New stretch target of 45 (was 37)	Y	59	11	25	36	47	G
2	104,000 citizens provided with safety advice/education per year		New stretch target of 104,000 (was 84,000)	Y	94,037	32,485	48,820	75,980	102,788	G
3	£12.5m saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions		New stretch target of £12.5m (was £10m)	Y	£21,005,208	£5,562,024	£9,579,760	£12,126,424	£17,018,912	G
4	Fire stations in Oxfordshire are available for emergency response 100% of the time		100%	Y	92.01%	90.84%	89.48%	89.24%	89.16%	R

## TRADING STANDARDS

Success Indicator			Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	Money saved for consumers as a result of our interventions		£450,000	Y	£415,475	£144,080	£333,217.37	£459,188.00	£507,881.00	G
2	100% of inspections completed of high risk businesses as identified at the start of the year		100%	Y	new measure	27.5%	44.93%	67.25%	97.79%	G

## LIBRARIES

Success Indicator			Target	Cumulative Target Y/N	2013/14 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	21 community libraries implemented by April 2015		21	Y	3	11	14	19	21	G
2	Number of community libraries in negotiation period		0	Y	14	9	7	2	0	G



## CA14

	Target	Based on position at end of December 2014 – Reported to Cabinet on 24 February 2015	On Target	Direction of travel	lead	Notes
<b>Chief Executive's Office</b>						
Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	-£0.672m or -3.2%	Yes	Underspend has increased since Q3	Joanna Simons	Underspends are reported in all service areas.
Actual Directorate Reserves as at 31 March 2015	-	£1.705m	-	Decreased since Q3	Joanna Simons	Includes £1.029m Cultural Services reserves, £0.404m Registration Service reserves and £0.232m held to fund future County Council elections.
Number of 2014/15 budget virements requested requiring Council approval as they were a change in policy	-	0	-	n/a	Joanna Simons	
Planned savings for 2014/15 assumed in the MTFP have been achieved	100% achieved	90% Achieved	No	Remains unchanged since Q1	Joanna Simons	Part of the community library model saving of £0.130m (12COS8) will not be achieved in full until 2015/16. The impact has been managed within the overall outturn position for the directorate for 2014/15.
<b>Corporate</b>						
Actual expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	-£0.196m or +0.0%	No	Overspend has decreased since Q3	CCMT	Throughout the year the Financial Monitoring Reports to Cabinet have highlighted pressures of which the most significant have been in Children's and Adult Social Care. Management action was taken to address the issues, but annual reductions in the budget since 2010 means there is less flexibility to manage pressures as they arise. In addition to utilisation of the corporately held contingency of £2.7m, agreed in November 2014, and the use of one – off funding from reserves, other corporate management actions taken to address the forecast overspend included a recruitment freeze and review of all vacancies along with a freeze on non-urgent expenditure.
Cross Directorate Reserves (as at 31 March 2015)	-	£23.294m	-	Increased since Q3	CCMT	Includes the Grants and Contributions Reserve (£19.200m), Vehicle and Equipment Reserve (£2.375m), Government Initiatives (£1.085m) and the ICT Projects Reserve (£0.634m). Also, £11.136m Dedicated Schools Grant and £3.435m Public Health Grant.
Corporate Reserves (as at 31 March 2015)	-	£1.944m	-	Increased since Q3	Lorna Baxter	Carry Forward and Efficiency Reserves.
Capital Reserves (as at 31 March 2015)	-	£34.774m	-	Increased since Q3	Lorna Baxter	£2.541m held in the Rolling Fund reserve will be used to support the MTFP in 2015/16.
Cash Flow Reserves (as at 31 March 2015)	-	£8.806m	-	Increased since Q3	Lorna Baxter	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 (£872.874m)	-	£22.247m or 2.5%	-	n/a	Lorna Baxter	General balances were £22.247m as at 31 March 2015. This compares to anticipated balances at the end of the financial year of £17.517m as set out in the MTFP approved by Council in February 2015. Anticipated balances were based on the forecast outturn at end December 2014 as reported to Cabinet in February 2015. As balances are £4.7m higher than anticipated it is proposed to make contributions of £2.0m to the Efficiency Reserve and £2.7m to the Budget Reserve in 2015/16 to support the Council's MTFP.
Total reserves as a proportion of the original gross budget (£872.874m)	-	£112.141m or 12.8%	-	n/a	Lorna Baxter	
Capital programme use of resources compared to programme agreed in February 2014	90%	97%	Yes		Sue Scane	
Capital programme expenditure realisation rate		97%	-	n/a	Sue Scane	Overall capital spend for 2014/15 was £30.0m higher than in 2013/14
Year to date debtor invoices outstanding - General	33 days	46 days	-		Jo Stone	Target as per Financial Strategy.
Year to date debtor invoices outstanding - Social Care Clients	62 days	62 days	-		Jo Stone	Target as per Financial Strategy
Percentage of debtor invoices cleared in 90 days	97%	96%	-		Jo Stone	Target as per Financial Strategy
Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.80%	0.77%		n/a	Lorna Baxter	Benchmark rate for 3 month LBID is 0.43%
Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Funds)	3.98%	4.04%		n/a	Lorna Baxter	

(\*) 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)\*