CABINET - 23 JANUARY 2018

**BUSINESS MANAGEMENT AND MONITORING
REPORT QUARTER 2 2017-18**

Introduction

1.   This paper provides details of Oxfordshire County Council's performance for quarter 2 (1 July – 30 September 2017).

2.   The report shows that at the end of the second quarter we were on course to meet the three strategic priorities set out in the current Corporate Plan. A report on key achievements and issues is attached at Annex 1. Performance dashboards are included at Annex 2.

3.   Of the 23 outcomes being reported on this year, 22 were rated Green or Amber at the end of Quarter 2. This is an improvement from Quarter 1. Both of the outcomes rated as Red in the Quarter 1 report (around effective adult care services and Safe and Well visits) have now been improved to Amber as anticipated. While indicator 7 (on reablement) remains red this quarter, the level of performance, and outlook, are sufficiently positive that the relevant strategic outcome has moved from Red to Amber.

4.   For the outcome newly rated as Red in Quarter 2 (around looked-after children) the Director's recommendation is that actions already in hand are expected to lead to improvement, and that no additional actions are recommended at this time.

5.   Of the 50 success indicators being reported on, 4 were rated as Red for Quarter 2. This is two more than in Quarter 1. Indicator 46 (Safe and Well visits) has moved from Red to Green since Quarter 1. Indicators 11 and 12 (looked-after children) are newly Red and are discussed in paragraph 4 above and Section C.

6.   A number of other indicators in the dashboards have deteriorated since Quarter 1.

  i.   Indicator 4 (on adult social care monitoring checks) has moved from Green to Amber owing to a drop in the numbers of checks being carried out. All contracts are risk-assessed to ensure that the most critical checks are carried out.
  ii.   Indicator 27 (smoking cessation) has moved from Green to Amber owing to a slower rate of cessation than that targeted; however, this is in line with typical fluctuations for this indicator.
  iii.   As noted in recent quarterly reports, a 70% increase in district council planning applications since Quarter 1 last year has placed additional pressures on staff, which has meant performance levels for indicator 36

have dipped slightly below target this quarter. We forecast that we will hit the target by year end.

iv.   Household waste recycling rates are below target during Quarter 2 (indicators 41 and 42): we are working with Oxfordshire Environment Partnership to better understand the fall in performance and how to address it.

v.   Indicator 40 (condition of A and B roads) is newly Red as the 28% target has been exceeded and will be challenging to recover by year end. The level of performance is in line with highway deterioration trends both nationally and in neighbouring authorities. Our activities to identify and prioritise road defects, including the use of fixmystreet.com for public reporting, and our deployment of innovative methods such as the 'dragon patcher' to repair defects, ensure that the rate of deterioration is constrained and overall highway condition is as good as possible.

7.   Looking into quarter 3, the 'outlook' column in the dashboards showed that the outlook for 47 of the 50 success indicators was "positive/improving".

Business management in 2017-18

8.   Progress continues to be made in our activities to improve business management in the council. The outcomes and measures set out in the performance dashboards have now been finalised and will be reported on for the remainder of 2017-18. New outcomes and measures will be considered for 2018-19 onwards as part of the Corporate Plan development process. Management of risk across the council is being strengthened to ensure greater visibility, understanding and mitigation of risks at operational and strategic levels. Closer alignment of routine reporting for finance, performance, risk and HR remains a priority for quarter 3.

RECOMMENDATIONS

9.   The Cabinet is RECOMMENDED to:

(a)   note the performance set out in this report;
(b)   note the ongoing work to improve business management and performance reporting.

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5 January 2018

ANNEX 1 – PERFORMANCE REPORT – QUARTER 2 2017-18

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

A thriving economy

- Educational attainment in Oxfordshire has increased at all key stages in 2017 to be in line with or above the national average. At key stage 4 our attainment level is amongst the top 25% local authorities. Appendix 1 provides more details.

- The infrastructure strategy has been produced

- 19 new investor bids have chosen Oxfordshire, supporting in excess of 250 jobs

- 11 innovation funding bids have been submitted this year to support the Smart Oxford programme

- We have increased our number of Trading Standards interventions by 20% this quarter. This has been achieved through proactively establishing working relationships with suppliers/importers to verify accuracy of their measuring equipment.

Protecting vulnerable people

- Community Safety Services has exceeded two of its strategic targets by a significant percentage:
  - 14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives
  - To deliver 266,664 specific safety messages to contribute towards promoting a safer community,

  This is mainly due to the use of social media as method of engaging with our communities. As a result, we are seeking to amend the targets based on the baseline of the first two quarters' results, and at the same time are reviewing our performance measures to ensure they identify measurable improvement in community outcomes.

- The timeliness of progressing child protection cases remains quicker than elsewhere, meaning Oxfordshire's most vulnerable children are protected in a timely manner.
- 89% of social care providers in Oxfordshire are rated as good or outstanding by the Care Quality Commission compared to 80% nationally. This puts Oxfordshire in the top 20% nationally. 90% of people supported by the council are at good and outstanding providers.
- User satisfaction with adult social care services in Oxfordshire remains higher than the national average.
- We have reviewed the recording of our Safe and Well visits (as indicated in Section C of the Quarter 1 report) and as a result we are now collecting the data more accurately and the outcome is rated Green in the performance dashboards. We are continuing to work with the fit for the future programme to ensure that we

are effectively using the digital platform for the assessment and recording of Fire Prevention and Protection activities.

- As at Q2 over 88% of the eligible population have been invited for an NHS Health Check and over 44% have taken up the offer since the County Council took on responsibility for this. We are on track to ensure that over 95% of the population have been invited over a 5 year period by the end of the year.

Efficient public services

- In Children's services our focus on promoting early help is beginning to bear fruits. The number of early help assessments has doubled since last year, leading to a reduction in MASH enquiries and a drop in the number of families subject of a social care assessment. These changes are bucking the trend nationally where social care assessments are increasing. Focusing on early help means that children and families experience the most effective, least intrusive, solutions to the issues they face, and it also reduces the pressure on social care staff and allows them to work more intensely with the families they are supporting.
- For many years the council and its partners have faced a challenge in ensuring patients are discharged from hospital in a timely manner. Across the health and social care system we set a target to reduce the bed days lost to delays from an average of 181 in March 2017 to an average of 99 in November and 87 by March 2018 and within this to reduce social care delays from 28 in March 2017 to 14 at the end of March 2018. At the end of September both these measures are at the planned level with 117 overall delays and 18 social care delays at the end of the month

- We continue to recruit adult social care service users, their families and friends to work with us on a programme of co-produced service changes

- 93% of Mineral and Waste applications are determined within 13 weeks
- All highway defects posing an immediate risk of injury were repaired within 24 hours
- We continue to reduce our carbon footprint. Investments in lighting and our streetlighting estate delivered in late 16/17 and 17/18, together with asset disposals and a reduction in emissions from our electricity use (due to the changing fuel mix used to generate electricity nationally) are expected to reduce 2017/18 emissions in line with our annual target.
- Oxfordshire Fire & Rescue Service continued to meet our emergency response standards this quarter
- There have been no fatalities from fires in the first two quarters of this reporting year.
- We are currently trialling advanced water rescue techniques to enhance our ability to rescue causalities.
- The number of reported fatalities on the road (for which data are currently only available for first five months) is significantly lower than last year (4 compared to 18), and lower than the 5-year trend.
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Section B: key issues currently affecting our ability to deliver our priorities

A thriving economy

- The continued high level of reactive demand on our Fire Protection Team (e.g. unwanted fire signals, post fire audits and complaints etc.) has meant that we remain unable to fully commit resources to our programme of proactive inspection of high-risk premises.

Protecting vulnerable people

- The transformation programme in Children's Services is beginning to show some signs of reducing demand. However, it will take some time to come to full fruition and is dependent on close co-ordinated work from partner agencies. This work is being co-ordinated through the Children's Trust. The most intensive and expensive interventions (e.g. safely reducing the number of looked after children) will take the longest time to show results.

Efficient public services

- The social care workforce, both internal and external, and both paid and voluntary. remains our key asset in delivering our objectives. The high cost of Oxfordshire housing, attraction of alternative job opportunities and the pressure of the job itself present challenges in delivering a sustainable paid and volunteer workforce. The lack of availability of care, particularly home care can lead to people waiting for services or receiving less than optimal services e.g. being cared for in a care home rather than at home.

- The introduction of charges for green waste in West Oxfordshire has led to a 20% reduction in composting. There has also been a reduction in dry recycling. Whilst this maybe a reasonable outcome from an environmental and cost perspective it has impacted on our performance figures. The situation will be closely monitored and action taken as appropriate.

- Challenges at the Household Waste Recycling Centre have seen a reduction in performance over the first 6 months of the year. A new contract started on 1 October and should drive up performance. We are also working with Oxfordshire Environment Partnership to understand the situation and identify actions for improvement.
- The introduction of the Ambulance Response Programme will have a significant impact on the number of Emergency Medical Response calls that Oxfordshire Fire & Rescue Service (OFRS) attend on behalf of South Central Ambulance Service. This will have a considerable effect on the number of lives saved by OFRS. This will be monitored and reported in the next quarter.
- Post Grenfell Tower: During Q2 OFRS have continued to work alongside the Oxford University Hospitals, NHS Trust and PFI companies responsible for buildings on both the John Radcliffe and Churchill Hospital sites. OFRS are awaiting final reports from Fire Engineering companies commissioned by the PFI companies to undertake invasive surveys of buildings on these two sites. Once the outcomes of these surveys are released, OFRS will work alongside the 'responsible

persons' to ensure that any ongoing remedial works are appropriate and maintain the safety of the patients undergoing medical care within those structures.

- OFRS also remain in close partnership with Oxford City Council and are in regular dialogue over the required remedial works: the removal of the ACM cladding from Evenlode and Windrush towers

Section C: key performance issues requiring intervention / decision.

In this section narratives explain any outcomes which Directors 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.

1.	Corporate Plan priority	Protecting Vulnerable People
	Outcome affected	Safely reducing the number of looked after children
	Dashboard details	Success indicators 11 and 12

The number of looked after children rose in 2016/17 by 12%, compared with a national rise of 3%. In quarter 1 the numbers stabilised, but in quarter 2 rose by a further 4%. So far this year 174 new children have become looked after compared to 350 children for the whole of last year. Over half of the 174 this year are unaccompanied asylum seekers (UASCs), children with a disability, or placed under a care order.

There are 3 key issues around managing the number of looked after children

1. The numbers are quite small and so in a month figures can be knocked off course by a large family coming into the care system
2. There are a number of circumstances where we do not have control over the journey into care (care orders, remands, UASCs etc).
3. Although there are clear and growing signs that we are delivering more early help and less people are entering the social care system, it will take some time before this filters through to the looked after system.

To manage the process we have

1. set up entry to care panels so that all applications for children entering the looked after system are checked by a senior management group to ensure that all appropriate alternative arrangements have been considered.
2. We have developed a framework based on work by the NSPCC to inform decision making when reunification is being considered and to develop our practice across the county. This is being led by our clinical team.
3. From November we will run area panels to specifically look at the plan for looked after children and sharpen the focus on young people where reunification is part of the care plan. The panels will work with social workers to establish if this is still part of the plan, timeframes and identify enablers

Recommended action	The current actions should safely reduce the numbers of looked after children and therefore no additional actions are recommended at this time. County Leadership Team accepted this recommendation at their 6 December meeting.

ANNEX 2 – PERFORMANCE DASHBOARDS   **CORPORATE PLAN 2017-18 PRIORITIES AND OUTCOMES, BY DIRECTORATE**

	PRIORITY: A STRONG AND THRIVING ECONOMY						
Outcomes	3,332 businesses given advice and support to grow (CSS)	Increase school attendance - leading to improved attainment (CEF)	An Infrastructure Strategy for Oxfordshire is delivered (Communities)	High-quality jobs, and a skilled workforce, are created and sustained (Communities)	Funding for public services is maximised (Communities)	OCC's responsibilities for spatial planning are executed (Communities)	Highways are adequately maintained (Communities)

	PRIORITY: PROTECTING VULNERABLE PEOPLE							
Outcomes	14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives (CSS)	6,248 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits (CSS)	To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms (CSS)	Ensuring all children have a healthy start in life (PH)	Preventing early death and promote healthy lifestyles (PH)	Safely reducing the number of looked after children - providing support to enable families to care (CEF)	To deliver sustained and improved experience for people who access our services (SCS)	To deliver Sustainable, good quality services (SCS)

	PRIORITY: EFFICIENT PUBLIC SERVICES							
Outcome	1,000 more people alive as a result of our prevention, protection and emergency response activities (CSS)	When a fire occurs we aim to send the nearest fire engine in the quickest time possible (CSS)	Helping early – most effective, least intrusive, solutions to problems (CEF)	Improving the confidence and capability of the whole workforce (CEF)	Working with the NHS, private and voluntary sector providers to deliver effective services (SCS)	Use the expertise of our customers and other key stakeholders to design, procure and evaluate services (SCS)	Household waste is disposed of efficiently and effectively (Communities)	Year on year reduction in OCC's carbon equivalent emissions (Communities)

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SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

	Outcome			Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Deliver sustained and improved experience for people who access our services	1		Maintain the high level of user satisfaction	67%	N	G	G	↔
		2		Maintain the high level of people using social care who receive a direct payment	>28%	N	G	G	↑
	Deliver sustainable, good quality services	3		The proportion of social care providers rated as 'outstanding' or 'good' by the care quality commission in Oxfordshire remains above the national average	80%	N	G	G	↑
		4		Increase the number of quality and monitoring checks that have been undertaken in the quarter	159	Y	G	A	↔
EFFICIENT PUBLIC SERVICES	Work with the NHS, private and voluntary sector providers to deliver effective services	5		Reduce the number of people delayed in hospital awaiting social care from an average of 28 in March 2017 to 14 at the end of March 2018	14	N	A	A	↑
		6		Reduce the delayed transfers of care that are attributable to adult social care from an average of 67 in March 2017 to 66 at the end of March 2018	66	N	G	G	↑
		7		Increase the number of hours from the hospital discharge and reablement service to 8920 hours per month	8920	N	R	R	↑
	Use the expertise of our customers and other key stakeholders to design, procure and evaluate services	8		Involve more people in co-producing service redesign with the council and ensure at least 9 co-production products are delivered in 2017/18	9	Y	G	G	↑

CHILDREN, EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

			Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
THRIVING ECONOMY			Increase school attendance - leading to improved attainment	9	Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools	Top quartile	N	Due in Q3		↔
				10	Permanent exclusions to remain in the top quartile nationally	Top quartile	N	Due in Q3		↔
PROTECTING VULNERABLE PEOPLE			Safely reducing the number of looked after children - providing support to enable families to care	11	Reduce the number of looked after children from 667 at March 2017 to the average of our statistical neighbours (582) by March 2019, with an interim target of 629	629	N	A	R	↑
				12	Reduce the number of children becoming looked after in 2017/18 by 15%. This is a reduction from 371 to new looked after cases to 316. (This is the equivalent of reducing avoidable demand from 36% to 25%)	316	Y	A	R	↑
				13	Increase the number of children leaving the looked after service in 2017/18 by 36%. This is an increase from 266 children to 362	362	Y	A	A	↑
EFFICIENT PUBLIC SERVICES			Helping early – most effective, least intrusive, solutions to problems	14	Increase the number of early help assessments from 458 in 16/17 to 3000 in 18/19, with an interim target of 1750 in 2017/18	1750	Y	A	A	↑
				15	Reduce the level of enquiries to the MASH from 19,417 in 2016/17 to 9,500 in 2018/19, with an interim target of 12,000 for 2017/18	12,000	Y	A	A	↑
				16	Reduce the level of social care assessments from 6650 in to 3600 in 2018/19, with an interim target of 4,500 in 2017/18	4,500	Y	A	A	↑
			Improving the confidence and capability of the whole workforce	17	Reduce caseloads so that by March 2018 over 75% of staff have caseloads at or below the agreed target level	75%	N	G	G	↑
				18	Invest in the workforce so that by March 2018 80% of cases are held by permanent staff	80%	N	G	G	↑

	Outcome		Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
PROTECTING VULNERABLE PEOPLE	Ensuring all children have a healthy start in life	19	Number of mothers who receive a universal face to face contact at 28 weeks or above	70%	N	**G**	**G**	↔
		20	Percentage of births that have received a face to face New Birth Visit	95%	N	**G**	**G**	↔
		21	Percentage of children who received a 12 month review	93-95%	N	**G**	**G**	↔
		22	Percentage of children who received a 2-2.5 year review	93-95%	N	**G**	**G**	↔
		23	Babies breastfed at 6-8 weeks of age (County)	60-63%	N	**G**	**G**	↔
		24	% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	N	**G**	**G**	↔
	Prevent early death and promote healthy lifestyles	25	% of eligible population 40-74 who have been invited for a NHS Health Check since 1/4/2013	84%	Y	**G**	**G**	↑
		26	% of eligible population 40-74 who have received a NHS Health Check since 1/4/2013	42%	Y	**G**	**G**	↑
		27	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	>2315	N	**G**	**A**	↑
		28	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.	>6.8%	N	**G**	**G**	↔
		29	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.	>37.3%	N	**G**	**G**	↔

		30	Number of users on ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>50%	N	G	G	↔

COMMUNITIES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

	Outcome			Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
THRIVING ECONOMY	An Infrastructure Strategy for Oxfordshire is delivered	31		A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced and developed by Sept 2017	Completion	N	A	G	↑
	High-quality jobs, and a skilled workforce, are created and sustained	32		Oxfordshire is chosen for 60 new investors / re-investors, 20 of which are 'high value' (as defined by DIT)	60/20	Y	G	G	↑
		33		We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme	15	Y	G	G	↑
	Funding for public services is maximised	34		Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process	80%	Y	G	Due in Q3	↔
		35		No more than 20% of s106 monies are held within 2 years of potential payback	<20%	Y	G	G	↔
	OCC's responsibilities for spatial planning are executed	36		80% of District Council planning applications are responded to within the agreed deadline	80%	Y	G	A	↔
		37		50% of Mineral and Waste applications are determined within 13 weeks	50%	Y	G	G	↑
	Highways are adequately maintained	38		100% of highway defects posing an immediate risk of injury are repaired within 24 hours	100%	Y	A	G	↑
		39		90% of highway defects that create a potential risk of injury repaired within 28 calendar days	90%	Y	G	G	↑
		40		28% of the A and B Classified road network where carriageway maintenance should be considered.	28%	Y	G	R	↓
EFFICIENT PUBLIC	Household waste is disposed of efficiently and effectively	41		59% of household waste is reused, recycled or composted	59%	Y	G	A	↓
		42		60% of waste from HWRC which is recycled	60%	Y	A	A	↓

							G	G	↑
Year on year reduction in OCC's carbon equivalent emissions	43	Average 3% year on year reduction in carbon equivalent emissions from OCC estates and activities			3%	Y	G	G	↑

COMMUNITY SAFETY SERVICES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

Outcome			Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
THRIVING ECONOMY	3,332 businesses given advice and support to grow	44	833 businesses given advice and support, per quarter.	833	Y	G	G	↔
PROTECTING VULNERABLE PEOPLE	14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives	45	3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter	3,542	Y	G	G	↔
	6,248 vulnerable children and adults helped to lead more secure and independent lives, supported by Safe and Well visits	46	1,562 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits per quarter	1,562	Y	R	G	↑
	To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms	47	To deliver 66,666 specific safety messages across all social media platforms, per quarter.	66,666	Y	G	G	↔

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EFFICIENT PUBLIC SEERVICES	1,000 more people alive as a result of our prevention, protection and emergency response activities	48	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	49	80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	G	G	↔
		50	95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	G	G	↔

APPENDIX 1:   **2017 Key Stage 4 Academic Results**

In October the Department for Education published provisional school and local authority GCSE (Key Stage 4) comparisons.

Educational attainment in Oxfordshire has increased at all key stages in 2017 to be in line with or above the national average.

There have been considerable changes to the KS4 curriculum and performance measures over the last two years with new key performance indicators.

1. **Attainment 8** – this compares the average point score achieved over 8 subjects. Each grade has a point score equivalent, although these point scores changed between 2016 and 2017 meaning that direct comparisons between the 2 years should be treated with caution.

   a. All local authorities saw a drop in Attainment 8 values this year as a result of these new point scores. Nationally this decrease was 4.0 points (from 50.1 to 46.1)
   b. In Oxfordshire the decrease (3.0 points) was less than that nationally and so Oxfordshire now performs further ahead of the national average. The Attainment 8 point score for Oxfordshire is 47.4
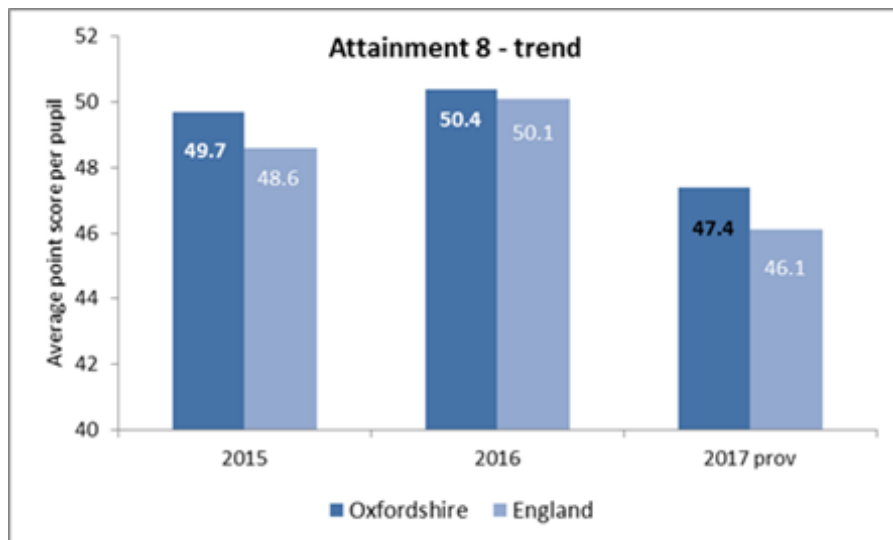
Nationally Attainment 8 scores vary from 37.3 (Knowsley) to 56.0 (Sutton).

2. **Progress 8** – this is a value added score and indicates how much progress is made across these 8 subjects, compared with pupils with the same starting points. A Progress 8 score of 0 indicates that on average all pupils at a school (or local authority) make the same progress as others of the starting points. A positive Progress 8 score indicates that on average pupils make more progress than others of the same starting point. A negative Progress 8 score indicates that on average pupils make less progress than others.

3. The Progress 8 score for Oxfordshire in 2017 is 0.01 showing that pupils make slightly more progress on average than other pupils. Looking at individual elements – Oxfordshire's progress in English and in maths is statistically above the national average in English and also in maths.

4. Under the reformed curriculum, English and maths GCSEs are now graded from 9 (high) to 1. A new performance indicator is the proportion of **pupils achieving a "strong" pass (grades 5-9) in both English and maths**.

5. Oxfordshire performs well in this measure with almost half the cohort (48%) achieving a strong pass in both subjects compared with 42% nationally. Oxfordshire ranks in the top 25% of local authorities for this measure. In fact 54% pupils in Oxfordshire achieve **a strong pass (grades 5-9) in maths** (compared with 49% nationally) – with the county ranked 26th out of 152 local authorities for this measure.

October 2017