



**Performance Scrutiny Committee
Thursday, 8 January 2015**

ADDENDA

3. Minutes (Pages 1 - 4)

Minutes attached.

9. Service & Resource Planning 2015/16 (Pages 5 - 10)

Annex 2, Corporate Performance Indicators 2015/16 attached.

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Agenda Item 3

PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 18 December 2014 commencing at 10.00 am and finishing at 1.30 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair

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

Other Members in Attendance: Councillors Nick Carter, Judith Heathcoat, Ian Hudspeth, David Nimmo Smith (for Agenda Item 5)

Officers:

Whole of meeting Lorna Baxter, Chief Finance Officer, Eira Hale and Sue Whitehead (Chief Executive's Office)

Part of meeting

Agenda Item

Officer Attending

5

Environment & Economy

Sue Scane, Director for Environment & Economy, Mark Kemp, Deputy Director, Commercial; Bev Hindle, Deputy Director, Strategy and Infrastructure Planning, Graham Shaw, Deputy Director, Oxfordshire Customer Services

Children, Education & Families

Jim Leivers, Director for Children's Services, Lucy Butler, Deputy Director Children's Social Care & YOS, Margaret Dennison, Interim Deputy Director – Education and Early Intervention, Gillian McKee, Finance Business Partner (CEF), Kate Terroni, Deputy Director Joint Commissioning

OFRS and Community Safety

Dave Etheridge, Chief Fire Officer and Simon Furlong, Assistant Chief Fire Officer

Chief Executives

Joanna Simons, Chief Executive, Steve Munn, Chief Human Resources Officer, Peter Clark, County Solicitor & Monitoring Officer

Adult Social Care

John Jackson, Director of Adult Social Services, Seona Douglas, Deputy Director Adult Social Care

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

42/14 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

An apology was received from Councillor Coates.

43/14 MINUTES

(Agenda No. 3)

The minutes of the meetings held on 25 September 2014 and 3 November 2014 were approved and signed.

44/14 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

There were no petitions or requests to address the meeting.

45/14 SERVICE & RESOURCE PLANNING 2015/16 -2017/18

(Agenda No. 5)

The Committee had before them a report that formed part of a series relating to the Service and Resource Planning process for 2015/16 to 2017/18.

The report contained the following annexes:

Annex A: Service & resource Planning Report 2015/16 to 2017/18 to Cabinet 16 December 2015

Annex 1: New revenue budget pressures and savings 2015/16 – 2017/18

Annex 2: Review of charges 2015/16

Annex 3: Forecast earmarked reserves 2015/16 – 2017/18

Annex 4: Service & Community Impact Assessments (SCIAs) Overarching Assessment (SCIAs for individual proposals are available on the Council's website <https://www.oxfordshire.gov.uk/cms/content/service-and-community-impact-assessments-scias-201415>)

The Committee considered in turn the savings proposed by each directorate for their service areas.

They also took into consideration councillor comments from briefing sessions and the cabinet meeting held on 16 December 2014. The Director and the Leader, or relevant Cabinet Member for each Directorate, were available to respond to questions.

The Committee received a presentation from Lorna Baxter, Chief Finance Officer setting out the overall picture including the national context, the local impact of

Government funding reductions to Oxfordshire and a high level summary of the budget pressures and savings.

Economy & Environment

Sue Scane, Director for Environment & Economy, Mark Kemp, Deputy Director, Commercial; Bev Hindle, Deputy Director, Strategy and Infrastructure Planning, Graham Shaw, Deputy Director, Oxfordshire Customer Services, and Councillors Nimmo Smith and Carter came to the table.

Following detailed consideration it was agreed that the following point be made to Cabinet:

The Committee were exercised about the need to maintain the quality of Council services that are delivered through contracts, particularly where there is a need to make savings. They noted that it is important to ensure quality services are provided and not just to drive out value.

Children, Education & Families

Jim Leivers, Director for Children's Services, Lucy Butler, Deputy Director Children's Social Care & YOS, Margaret Dennison, Interim Deputy Director – Education and Early Intervention, Gillian McKee, Finance Business Partner (CEF), Kate Terroni, Deputy Director Joint Commissioning and Councillor Ian Hudspeth came to the table. Councillor Melinda Tilley sent apologies.

During consideration of the funding for school transport it was agreed that the detail of the services provided could usefully be looked at by locality meetings.

In response to a query about the full day nursery fees for Day Care Provision at the Roundabout Centre (page 32) Jim Leivers undertook to provide information on the details and breakdown of the figures.

Following further detailed consideration it was agreed that the following points be made to cabinet:

- The committee drew attention to the importance of ensuring that the reshaping of early help services is effective, not just in delivering savings but also in ensuring quality services for families and children.
- The committee also noted the interdependency between the reshaping of early help services and the need for wider change to the shape and structure of services across the whole Children, Education and Families directorate.

OFRS & Community Safety

Dave Etheridge, Chief Fire Officer and Simon Furlong, Assistant Chief Fire Officer and Councillor Ian Hudspeth came to the table. Councillor Rose sent apologies.

Following detailed consideration it was agreed that the following point be made to Cabinet:

The committee wished to note the important role that the fire service play in maintaining community safety and were keen to ensure that any savings proposals did not undermine this priority.

Chief Executive's Office

Joanna Simons, Chief Executive, Steve Munn, Chief Human Resources Officer, Peter Clark, County Solicitor & Monitoring Officer and Councillor Ian Hudspeth came to the table. Councillor Rose sent apologies.

Following detailed consideration it was agreed that the following point be made to Cabinet:

The committee noted an opportunity for the library service to develop in a way that supports a broader move to digital access of our services and would like consideration of savings proposals in relation to libraries to recognise this.

Adult Social Care

John Jackson, Director of Adult Social Services, Seona Douglas, Deputy Director Adult Social Care and Councillor Judith Heathcoat came to the table.

During discussion John Jackson referred to a research carried out by Southampton University on adult social care and it was agreed that members of the Committee receive a copy.

During consideration of learning disabilities and home care contracts the Committee highlighted the importance of making sure that the appropriate role of Scrutiny was considered as part of all fundamental service changes, particularly scrutiny of the potential impact of change on performance.

Following further detailed consideration it was agreed that the following point be made to Cabinet:

- The committee discussed in depth the potential impact and related increase in cost of paying social care providers at a level that allowed them to pay care workers the living wage. The committee invite Cabinet to keep this issue under review throughout the budget decision making process.

During overall consideration it was agreed that the following additional points be made to Cabinet:

- The committee drew attention to the need to maximise income generation opportunities across all directorates, by ensuring that fees and charges have been properly reviewed and increased where appropriate.
- The committee wished to be directly involved in the scrutiny of contract performance, to ensure that effective public scrutiny was taking place.

..... in the Chair

Date of signing 2015

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Draft Corporate Performance Indicators 2015/16

| ADULT SOCIAL CARE | | | | |
|-------------------|---|--|---|---------------------------------|
| | | Indicator | 2014/15 Target | 2015/16 Target |
| 1 | Safeguarding | Number of safeguarding referrals | Monitoring only | Monitoring only |
| 2 | Safeguarding | Decisions on 75% of safeguarding alerts to be made in one working day | n/a – new indicator | 75% |
| 3 | Safeguarding | Percentage of safeguarding referrals that will have an outcome in 20 working days | n/a – new indicator | TBC |
| 4 | Supporting people to live at home as long as possible | Reduce the number of older people permanently placed in a care home and funded by the local authority to 10 per week or fewer | 546 (<10.5) | 10 |
| 5 | Personalisation | Maintain the high level of eligible people on Self-Directed Support | 80% | 80% |
| 6 | Personalisation | Maintain the number of people using social care who receive a direct payment | 1,525 | TBC based on year end figure |
| 7 | Personalisation | Maintain the high proportion of service users who have had a review in the last 12 months | 75% | 75% |
| 8 | Reablement services | No one will wait more than 3 days for their reablement service to start | n/a | 100% |
| 9 | Reablement services | Increase the number of people accessing reablement | 3750 (10 people per day) | 3750 |
| 10 | Delayed Transfer of Care | Reduce delayed transfers that are the responsibility of social care (Better Care Fund Metric) | 1064 days per month (35 people on average per day) | 20 people |
| 11 | Delayed Transfer of Care | Reduce delayed transfers that are the responsibility of both social care and health) (Better Care Fund Metric) | 408 days per month (13 people on average per day) | 8 people |
| 12 | Delayed Transfer of Care | The % of people in hospital who may need care on discharge, where social service are told 3 working days or more before their planned discharge date | N/A | TBC |
| 13 | Waiting Lists | Proportion of home care cases where care was started within 3 days of request to the care agency | No target | 80% |
| 14 | Support to Carers | Increase the number of carers known | 17,000 | TBC based on year end figure |
| 15 | Support to Carers | Increase the number of carers receiving a carer assessment | n/a – new indicator | TBC |
| 16 | Support to Carers | Increase the number of carers receiving a service | n/a – new indicator | TBC |
| 17 | Providing information to all | Increase the number of people supported by the Community Information Network | 1800 | TBC based on year end figure |

N.B. All targets have been set on a realistic expectation of performance based on the forecast demand for service and the level of available resources

| CHILDREN, EDUCATION & FAMILIES | | | | |
|--------------------------------|-----------------------|--|-------------------------------|-------------------------------|
| | | Indicator | 2014/15 Target | 2015/16 Target |
| 1 | Keeping Children Safe | Measure on timeliness of decision making on MASH | n/a – new indicator | TBC |
| 2 | Keeping Children Safe | Number of referrals to children's social care – broken down by referring agency (graphical data) | no target set monitoring only | no target set monitoring only |
| 3 | Keeping Children Safe | Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of the end of a previous plan | 9% | 9% |
| 4 | Keeping Children Safe | No child protection plan cases without an allocated social worker | 0% | 0% |
| 5 | Keeping Children Safe | No looked after children cases without an allocated social worker | 0% | 0% |
| 6 | Keeping Children Safe | At least 95% of child protection reviews completed on time | 98% | 95% |
| 7 | Keeping Children Safe | 85% of visits to children on child protection plan completed in line with the plan and within the Council's 28 day standard | 90% | 85% |
| 8 | Keeping Children Safe | 85% of visits to looked after children completed in line with the plan | 90% | 85% |
| 9 | Keeping Children Safe | % of children who go missing from home on two or more occasions | no target set monitoring only | no target set monitoring only |
| 10 | Keeping Children Safe | Number of children subject to both child protection plans and being looked after | no target set monitoring only | no target set monitoring only |
| 11 | Keeping Children Safe | Number of children adopted as a percentage of all children who ceased to be looked after (graphical data) | no target set monitoring only | no target set monitoring only |
| 12 | Keeping Children Safe | No more than 70 children placed out of county and not in neighbouring authorities | 50 | 70 |
| 13a | Raising Attainment | % of primary schools judged good or outstanding by Ofsted | 86% | 90% |
| 13b | Raising Attainment | % of secondary schools judged good or outstanding by Ofsted | 85% | 90% |
| 13c | Raising Attainment | % of special schools judged good or outstanding by Ofsted | 79% | 79% |
| 13d | Raising Attainment | National ranking of schools judged good or outstanding by Ofsted | Top quartile | Top quartile |
| 14a | Raising Attainment | Number of schools currently judged inadequate by Ofsted | 1 | 0 |
| 14b | Raising Attainment | Number of schools judged inadequate by Ofsted during the academic year | 0 | 0 |
| 15 | Closing the Gap | Primary school persistent absence rate | 3.00% | TBC |
| 16 | Closing the Gap | Secondary school persistent absence rate | 7.00% | as definition change |
| 17 | Closing the Gap | Primary Schools - Number of Permanent exclusions | <9 | <9 |

N.B. All targets have been set on a realistic expectation of performance based on the forecast demand for service and the level of available resources

| | | | | |
|-----|-----------------|--|-----------|-----------|
| 18 | Closing the Gap | Secondary Schools - Number of Permanent exclusions | <17 | <17 |
| 19 | Closing the Gap | Primary Schools - Number of Fixed Term exclusions | 1% (383) | 1% (383) |
| 20 | Closing the Gap | Secondary Schools - Number of Fixed Term exclusions | 4% (1604) | 4% (1604) |
| 21 | Closing the Gap | Proportion of young people Not in Education, Employment or Training (NEET) | <4% | <4% |
| 22 | Closing the Gap | Proportion of young people whose NEET status is 'not known' | <8% | <8% |
| 23 | Closing the Gap | Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds | <24.7 | <24.7 |
| 24a | Closing the Gap | Looked after children overall absence rate | TBC | TBC |
| 25b | Closing the Gap | Looked after children persistent absence rate | TBC | TBC |
| 26 | Closing the Gap | % Troubled Families officially turned around according to national measure | 80% | 80% |

CHILDREN EDUCATION & FAMILIES - ACHIEVEMENTS AND ATTAINMENT INDICATORS REPORTED ANNUALLY

| | Indicator | Target 13/14 ac yr | Target 14/15 ac yr |
|----|--|--------------------|--------------------|
| 1 | EYFS - % reaching a good level of development | 52% | 62% |
| 2a | KS1 - % level 2+ reading | 90% | 92% |
| 2b | KS1 - % level 2+ writing | 87% | 88% |
| 2c | KS1 - % level 2+ maths | 93% | 93% |
| 3 | KS2 - % level 2+ reading, writing, maths | 80% | 80% |
| 4 | Oxfordshire's rank nationally for KS2 level 4+ reading, writing, maths | 2nd quartile | Top quartile |
| 5a | % making expected 2 levels of progression KS1 -2 - reading | 91% | 93% |
| 5b | % making expected 2 levels of progression KS1-2 - writing | 93% | 95% |
| 5c | % making expected 2 levels of progression KS1-2 - maths | 90% | 92% |
| 6 | % of primary schools below KS2 Floor Standard | <5 | <6% |
| 7 | KS4 - % 5 A*-C GCSEs including English and maths | 63.0% | 60% |
| 8 | Oxfordshire's rank nationally for KS4 – 5 A*-C including English and maths | 2nd quartile | Top quartile |
| 9a | % making expected 3 levels of progression KS2-4 English | 72% | 74% |
| 9b | % making expected 3 levels of progression KS2-4 maths | 73% | 73% |
| 10 | Number of secondary schools below KS4 Floor Standard | 0 | 0 |

CHILDREN EDUCATION & FAMILIES - ADDITIONAL INDICATORS TO BE REPORTED TO EDUCATION SCRUTINY ANNUALLY

| | Indicator | Target 13/14 ac yr | Target 14/15 ac yr |
|----|--|---------------------------|---------------------------|
| 17 | FSM pupils - % making expected progress KS1-2 reading | 90% | 90% |
| 18 | FSM pupils - % making expected progress KS1-2 writing | 91% | 91% |
| 19 | FSM pupils - % making expected progress KS1-2 maths | 85% | 85% |
| 20 | FSM pupils - % making expected progress KS2-4 English | 54% | 54% |
| 21 | FSM pupils - % making expected progress KS2-4 maths | 51% | 51% |
| 22 | School Action Plus pupils - % 5 A*-C GCSEs including English and maths | 15% | 15% |
| 23 | School Action Plus pupils - % making expected progress KS1-2 reading | 77% | 78% |
| 24 | School Action Plus - % making expected progress KS1 writing | 87% | 87% |
| 25 | School Action Plus pupils - % making expected progress KS1- 2 maths | 74% | 75% |
| 26 | School Action Plus pupils - % making expected progress KS2-4 English | 35% | 40% |
| 27 | School Action Plus pupils - % making expected progress KS2-4 maths | 30% | 30% |
| 28 | Looked After Children - % Level 4+ reading, writing, maths | 50% | TBC |
| 29 | Looked After Children - % making expected progress KS-2 reading | 61% | TBC |
| 30 | Looked After Children - % making expected progress KS-2 writing | 61% | TBC |
| 31 | Looked After Children - % making expected progress KS -2 maths | 61% | TBC |
| 32 | Looked After Children - % 5 A*-C GCSEs including English & maths | 15% | TBC |
| 33 | Looked After Children - % making expected progress KS2-4 English | 37% reported cohort | TBC |
| 34 | Looked After Children - % making expected progress KS2-4 maths | 31% reported cohort | TBC |

ENVIRONMENT & ECONOMY

| | | Indicator | 2014/15 Target | 2015/16 Target |
|---|------------------------------------|--|-----------------------|-----------------------|
| 1 | Strategy & Infrastructure Planning | Inward investment: Oxfordshire chosen for 15 re/investments | n/a | 15 |
| 2 | Strategy & Infrastructure Planning | 60% of major District Council applications responded to within the agreed deadline | 80% | 60% |
| 3 | Strategy & Infrastructure Planning | 50% of mineral and waste applications determined within 13 weeks | 70% | 50% |
| 4 | Strategy & Infrastructure Planning | Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process | 80% | 70% |
| 5 | Strategy & Infrastructure Planning | % of held S106 monies within 2 years of potential payback | n/a | 20% |

N.B. All targets have been set on a realistic expectation of performance based on the forecast demand for service and the level of available resources

| ENVIRONMENT & ECONOMY | | | | |
|-----------------------|-------------------------------|---|------------------|----------------|
| | | Indicator | 2014/15 Target | 2015/16 Target |
| 6 | Commercial | Deliver £21m of City Deal spend by 2016 by spending against agreed indicative spend profile | £21m | £21m |
| 7 | Commercial | 98% of highway defects posing an immediate risk of injury repaired within 24 hours | 98% | 98% |
| 8 | Commercial | 80% of highway defects that create a potential risk of injury repaired within 28 calendar days | 80% | 80% |
| 9 | Commercial | Maintain a minimum 45% public satisfaction rate with the highways service | 50% | 45% |
| 10 | Commercial | At least 59% of household waste is reused, recycled or composted | 61% | 59% |
| 11 | Commercial | Achieve 80% satisfaction on customer satisfaction surveys received in relation to the facilities and property contract. | 80% | 80% |
| 12 | Commercial | 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% | 100% |
| 13 | Oxfordshire Customer Services | At least 80% calls answered within 20 seconds | 80% | 80% |
| 14 | Oxfordshire Customer Services | 90% of calls are dealt with at first contact where the CSC has responsibility for a complete solution | 90% | 90% |
| 15 | Oxfordshire Customer Services | 100% of calls are dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC | 100% | 100% |
| 16 | Oxfordshire Customer Services | Broadband – deliver quarterly target against total homes passed (THP) as per contract (starting June 2014) | 48,942 | TBC |
| 17 | Contextual Data | Number of jobs generated through Invest in Oxfordshire (graph) | Trend monitoring | |
| 18 | Contextual Data | Number of claimants of Job Seekers Allowance (graph) | | |
| 19 | Contextual Data | Annual road condition against £ spent per mile (graph) | | |
| 20 | Contextual Data | Road condition (number of defects) against the same quarter last year (graph) | | |
| 21 | Contextual Data | Amount of waste arising per head of population (year on year comparison) (graph) | | |
| 22 | Contextual Data | Amount of waste going to landfill, composting, dry recycling & ERF, respectively | | |
| 23 | Contextual Data | Supported Transport – number/percentage of service users no longer travelling by taxi but by other forms of transport | | |

N.B. All targets have been set on a realistic expectation of performance based on the forecast demand for service and the level of available resources

| PUBLIC HEALTH | | | | |
|---------------|--|--|---------------------|----------------|
| | | Indicator | 2014/15 Target | 2015/16 Target |
| 1 | National Childhood Measurement Programme | % Primary school children classified as obese in Year 6 | 15% | 15% |
| 2 | National Childhood Measurement Programme | % of primary school children classified as obese in reception | <7% | <7% |
| 3 | Healthchecks | Cumulative number of the eligible population aged 40-74 who have received a health check since April 2015 | n/a – new indicator | 18,939 |
| 4 | Healthchecks | Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes) | 385 | 385 |
| 5 | Smoking cessation | Support 3800 people to become '4 week quitters' per annum | 3800 | 3800 |
| 6 | Drug treatment & rehabilitation | 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 opiate users in treatment. | 8.2% | 8.2% |
| 7 | Drug treatment & rehabilitation | 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 opiate users in treatment. | 41.7% | 41.7% |

| OXFORDSHIRE FIRE & RESCUE SERVICE | | | | |
|-----------------------------------|--|--|----------------|----------------|
| | | Indicator | 2014/15 Target | 2015/15 Target |
| 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 | 45 | 45 |
| 2 | | 104,000 citizens provided with safety advice/education per year | 104,000 | 104,000 |
| 3 | | £12.5 saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions | £12.5m | £12.5m |
| 4 | | Fire stations in Oxfordshire are available for emergency response 100% of the time | 100% | 100% |
| TRADING STANDARDS | | | | |
| | | Indicator | 2014/15 Target | 2015/15 Target |
| 5 | | Money saved for consumers as a result of interventions | £450,000 | £450,000 |
| 6 | | 100% of inspections completed of high risk businesses as identified at the start of the year | 100% | 100% |

N.B. All targets have been set on a realistic expectation of performance based on the forecast demand for service and the level of available resources