



Notice of a Meeting

Performance Scrutiny Committee

Thursday, 4 January 2018 at 10.00 am

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

Membership

Chairman Councillor Liz Brighthouse OBE

Deputy Chairman - Councillor Jenny Hannaby

Councillors:

Nick Carter
Mike Fox-Davies
Tony Ilott

Liz Leffman
Charles Mathew
Glynis Phillips

Emily Smith
Michael Waine
Liam Walker

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

Date of next meeting: 15 March 2018

What does this Committee review or scrutinise?

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

How can I have my say?

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

For more information about this Committee please contact:

Chairman	-	Councillor Liz Brighthouse E.Mail: liz.brighthouse@oxfordshire.gov.uk
Policy & Performance Officer	-	Katie Read, Senior Policy Officer 07584 909530 katie.read@oxfordshire.gov.uk
Committee Officer	-	Colm Ó Caomhánaigh, Tel 07393 001096 colm.ocaomhanaigh@oxfordshire.gov.uk

Peter G. Clark
Chief Executive

December 2017

About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 residents. These include:

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

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

What does this Committee do?

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

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

A hearing loop is available at County Hall.

AGENDA

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

To approve the minutes of the meeting held on 14 December 2017 (**PSC3**) and to receive information arising from them.

4. **Petitions and Public Address**
5. **Service & Resource Planning 2018/19 to 2021/22 - Capital Investment Planning (Pages 7 - 16)**

10.10

On 14 December 2017, this Committee considered the revenue improvements, investments, pressures and savings options for 2018/19 – 2021/22. This report sets out another important element in the Service & Resource Planning process; the proposed capital programme and portfolio allocations for 2018/19 – 2027/28.

The Committee is RECOMMENDED to consider and comment on the proposed capital programme portfolio allocations for 2018/19 – 2027/28.

6. **Oxfordshire County Council Draft Corporate Plan 2018 - 2021 (Pages 17 - 102)**

10.50

This plan sets out the County Council's overarching strategy for the period 2018-2021. It states our updated vision for thriving communities in Oxfordshire and describes the council's main priorities and the specific actions that will be taken in the period to March 2019.

A short, public-facing document (the 'prospectus') has been produced and published which summarises the council's vision and priorities; we anticipate this document to be widely distributed and read by residents. The attached document expands on the prospectus, drawing together as much as possible of what we do, how we do it and how we are changing. We anticipate will be of interest to Councillors, staff, partners, inspectors and residents with a specific interest.

The Committee is RECOMMENDED to:

- a) **note the Draft Corporate Plan and make suggestions for amendments, prior to consideration by Cabinet on 23rd January; and**
- b) **agree to receive further updates on the performance measures and targets once developed, and that this will form part of the regular monitoring reported to the Committee on a quarterly basis.**

7. Oxfordshire County Council Draft Equality Policy (Pages 103 - 106)

11.20

The Equality Act 2010 introduced the Public Sector Equality Duty, the broad purpose of which is to integrate consideration of equality and good relations into the day-to-day business of public authorities. One of our responsibilities to comply with the Duty is to publish an Equalities Policy and set of Objectives every four years.

This paper is to introduce the proposed Equalities Policy and associated Objectives. The Policy has been written following the completion of a self-assessment tool produced by the Local Government Association and this tool highlighted areas of excellent practice by Council services which are described in the policy document. It also identified areas of improvement and these have been used as the basis for a set of 10 specific and measurable objectives which the Council will aim to achieve within the next four years.

The Committee is RECOMMENDED to comment on the three key issues as detailed in the report:

- a) **the draft Equality Objectives;**
- b) **the proposed new governance arrangements; and**
- c) **the proposed approach for consultation with the public, partner organisations, stakeholders and voluntary sector organisations.**

8. Implementation of the Health Inequalities Commission Recommendations (Pages 107 - 118)

11.50

The Health Inequalities Commission made many recommendations for many organisations in the NHS, Local Government and Voluntary and community Sector. The executive accountability for each recommendation remains with the individual organisation and partnership. In addition, many of the recommendations can be taken forward by individual bodies, for example, in the Voluntary Sector without reference to the Health and Wellbeing Board or other partners, and this is to be applauded.

The Health Inequalities Commission set out their advice on which organisation should lead implementation for each of the 60 recommendations. This report focuses on the recommendations where Oxfordshire County Council was proposed by the Commissioners as the lead agency in taking the work forward.

The Committee is RECOMMENDED to note progress in taking forward the recommendations where Oxfordshire County Council was proposed by the Commissioners as the lead agency in taking the work forward.

9. Quarter 2 Business Management Report (Pages 119 - 140)

12.30

This paper provides details of performance for quarter two 2017-18 for Performance Scrutiny Committee to consider before making comments to Cabinet at the end of January. The report, and any comments made by the Committee, are required so that

the Cabinet can monitor the performance of the council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

The Committee is RECOMMENDED to:

- a) Note the performance reported, in particular items which members wish to schedule for future scrutiny, and make any comments necessary for escalation to Cabinet before 23 January;**
- b) Note the ongoing work to improve business management and performance reporting.**

10. Committee Work Programme (Pages 141 - 144)

12.55

Discussion of the Committee's Work Programme for the next year.

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 14 December 2017 commencing at 10.00 am and finishing at 2.00 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair

Councillor Jenny Hannaby (Deputy Chairman)
Councillor Nick Carter
Councillor Mike Fox-Davies
Councillor Liz Leffman
Councillor Charles Mathew
Councillor Glynis Phillips
Councillor Emily Smith
Councillor Michael Waine
Councillor Liam Walker

Officers:

Whole of meeting Lorna Baxter, Director for Finance; Bev Hindle, Strategic Director for Communities; Katie Read (Policy & Partnership Officer) and Peter Clark (Chief Executive) Colm Ó Caomhánaigh, Committee Officer

Part of meeting

Agenda Item

5 **Officer Attending**
Peter Clark, Chief Executive; Jonathan McWilliam, Strategic Director for People; Lucy Butler, Director for Children's Services; Kate Terroni, Director for Adult Services; Benedict Leigh, Deputy Director for Joint Commissioning; Val Messenger, Deputy Director for Public Health; John McLauchlan, Service Manager Community Assets; Susan Halliwell, Director for Planning and Place; Owen Jenkins, Director for Infrastructure Delivery; Simon Furlong, Chief Fire Officer and Director for Community Safety.

6 Ian Dyson, Assistance Chief Finance Officer (Assurance); Steven Jones, Corporate Performance and Risk Manager.

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 and agreed as set out below. Copies of the agenda, reports and additional documents are attached to the signed Minutes.

46/17 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Tony Ilott.

47/17 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA

(Agenda No. 2)

There were no declarations of interest.

48/17 MINUTES

(Agenda No. 3)

The minutes of the meetings held on 21 September 2017 and 5 October 2017 were approved and signed as correct records.

49/17 SERVICE AND RESOURCE PLANNING 2018/19 - 2021/22

(Agenda No. 5)

Mr Clark introduced the discussion and paid tribute to officers who had overseen the savings made by the council over the last few years. With the current transformation programme there is still work to do to improve services.

Ms Baxter gave a presentation on Service and Resource Planning and drew particular attention to a slide with a visual representation of the risks associated with the budget which showed a downside risk of +£7m and an upside risk of -£2m.

Officers responded to Members' questions as follows:

- The figure of £15m in savings referred to under Critical Element for Delivery 3 is the Council's own figure for the funding gap that needs to be bridged by the transformation programme.
- The inflation increases for contracts are based on the September Retail Price Index each year. Pay inflation is dependent on a number of factors and inflation is never included for general spending.
- While there are many variables, such as government funding decisions, officers are generally confident that the Medium Term Plan funding figures will be broadly accurate at the latter end of the plan.

Children's Services

Ms Butler identified Looked After Children and SEN Transport as the two main pressures in her area. The lack of availability of welfare beds is an issue across the whole South East of England and could be tackled by taking a regional approach to take more control of the issue.

Ms Butler drew attention to the importance of reducing demand and reported that early assessments were up 100% and referrals to MASH were down 20%. Also, the proportion of referrals that resulted in no further action dropped from 59% to 30%. An increase of just 10% in the numbers of children reconnected with families would give a saving of £1.2m.

Further points were addressed in response to Members' questions:

- The savings in SEN Transport would be achieved by aligning council policy with best practice in other Local Authorities. The policy takes into account the greater distances involved in rural areas.
- Personal budgets are agreed by sitting down with families and offering them the choice.
- It is difficult to predict future trends in the field of disability as new medical conditions become recognised and inflation in medical technology exceeds general inflation.
- The saving proposed in placements is based on an achievable target of one referral less each week – currently there are 6 or 7.
- The number of children with mental health issues being placed outside the county has been picked up as something to minimise by developing new resources with schools.
- The council needs to get more robust in dealing with commissioning from big organisations and also needs to be more direct with our partners.

Adult services

Ms Terroni summarised the pressures and savings in her directorate. She noted that the Better Care Fund income may have conditions attached. It is proposed to invest in a social care team to support people with learning disabilities who are in long term placements out of county to move to supported living placements in Oxfordshire. About £1m will be saved by 2021/22 for an investment of up to £0.5m in 2018/19.

The proposed changes to charging policy are likely to increase levels of contributions from people with income above the national minimum income guarantee. The changes affect disability related expenditure, arrangement fees, full cost recovery of care and changes to the 12-week disregard for those who may have to sell their home to move into care. The plan is to hold an eight week consultation on these proposals from 12 January 2018.

In response to questions from Members the officers responded as follows:

- Currently when the council arranges home care on behalf of a self-funders, the current policy charges an average hourly rate when the actual cost can vary from £17 to £27 and would generally reflect the cost of care in that area. The proposal is that the customer will be charged the actual cost. There is no reason why the council should subsidise those who request care to be arranged.
- The proposed new approach to disability related expenditure will make the largest saving as it affects a lot of people.

Public Health

The whole thrust of Public Health is towards prevention. The effects are long term and less visible but the result is to reduce health costs. The reduction in the public health grant at source will be managed through reserves.

Resources

Mr Clark invited questions from Members and responded as follows:

- The Council is tackling hiring difficulties by encouraging promotion within and smarter use of technology to increase efficiency.

- The Council is not a 'soft touch' on procurement but there are some issues around contract management. Being too robust could cause contractors to fail as has actually happened several times this year.

Communities

The following issues were raised with officers responsible for the directorates for Planning and Place; Property Assets & Investments; Infrastructure Delivery and Fire & Rescue and Community Safety:

- A new team is being established to rationalise estate and create capital. 10-12 staff are being brought over from Carillion.
- There is a need to ensure that quality and speed are maintained while handling the three-fold increase in planning applications. There is potential for more income generation at pre-application stage.
- Councillor input could be particularly useful in regard to asset management planning.
- Road signage and cycle lane maintenance, as well tackling the problem of rutting at bus stops will be prioritised on the basis of safety.
- Increased charges at Household Waste Recycling Centres will be minimal to cover costs.
- A new contract for street lighting is being determined. Flexibility will be a key factor to allow for changes in technology.
- The Fire Service will face increased pressure with the impact of Grenfell on regulation and enforcement. Given that neighbouring services have much more experience of high rise, collaboration will be important in this.
- 21 women applied to join the service, mostly in the last three months. Seven are currently in the recruitment process.

The Chairman thanked the Chief Executive for taking a strong corporate approach to the challenges facing the Council and Members applauded the work of the team of directors.

Capital Programme

Ms Baxter outlined a proposed new medium to long term approach. This involves adopting a 10-year plan rather than 4 year as before. For example, it can accommodate a five-year refresh in ICT and help in dealing more effectively with demand pressures in social care.

Members agreed with the adoption of the new approach to the capital programme.

The Committee noted the following items to review:

- Outcomes of recent work on the Fit for the Future Programme supported by PwC and the impact this is likely to have on the council's transformation savings
- CEF's work with regional partners to try and manage the social care market.
- Impact of changes to the council's Adult Social Care Contributions Policy
- Progress with plans to use council owned land for Extra Care Housing and the level of cooperation with the district/ city councils to successfully plan and build these schemes
- Progress identifying a contract for LED street lighting that is future proofed for integration with new technologies.

50/17 SCRUTINY OF FINANCIAL PERFORMANCE
(Agenda No. 6)

Mr Dyson opened a discussion about the role of the Committee in monitoring the budget throughout the year and how financial and business management reporting can be aligned.

Members made a number of suggestions:

- They need to be able to see if savings are being made during the year.
- It would be useful to include headcounts and demand growth.
- Dashboards and other graphical displays of information are useful to identify areas to seek more detailed information.
- A separate section on income generation would be helpful.
- Where there is a problem, there should be a description of what is being done to tackle it.

Mr Dyson stated that he will bring a suggested approach to the January meeting for comment with a view to commencing from the March meeting.

..... in the Chair

Date of signing 20

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Division(s): N/A

PERFORMANCE SCRUTINY COMMITTEE 4 January 2018

Service & Resource Planning 2018/19 to 2021/22 - Capital Investment Planning

Report by the Director of Finance

Introduction

1. On 14 December 2017, this Committee considered the revenue improvements, investments, pressures and savings options for 2018/19 – 2021/22. This report sets out another important element in the Service & Resource Planning process; the proposed capital programme and portfolio allocations for 2018/19 – 2027/28.
2. The following annexes are attached to this report:

Annex 1: Proposed Capital Programme Portfolio Allocations 2018/19 – 2027/28

Capital Programme

3. Traditionally, one additional year is added to the capital programme in the Service & Resource Planning process. However, in line with the ambition to focus on a longer-term approach to financial planning to ensure the most fundamental issues facing the organisation can be responded to, it is proposed to move from a four-year to a ten-year capital programme. This longer-term approach will offer strategic choice and options around developing our community assets, responding to issues such as rising demand in adults and children's services and allows for a planned approach to the replacement of assets.
4. In recent years, the only capital funding available has been to support schools basic need, school's structural maintenance, highways maintenance and major transport schemes via the Local Growth Fund. There has been little resource available to meet the needs or priorities of the Council.
5. The funding assumptions for the grants listed in the paragraph above have been estimated to the year 2027/28. This includes a forecast of £14.0m of basic need funding, £13.8m of school's maintenance funding and £125.4m of highways maintenance funding. These forecasts will be revised each year as further funding announcements are made.

6. The change of approach in the use of surplus assets, to consider them on a case by case basis and maximise the value the Council achieves from them, is expected to provide in the region of £45m additional funding over the ten-year period. Managing capital resources over a longer term will allow some schemes to proceed earlier in the programme with the expectation of a capital receipt at a future date. It will be important to ensure that there is a suitable balance of planned expenditure in advance of any capital receipt to allow for delays or revaluations.
7. The following table summarises the estimated funding available and the proposed allocations against the portfolio areas set out in the December 2017 Cabinet report.

	£m
<u>Estimated Funding Available:</u>	
Additional estimated funding up to and for 2027/28	153.2
Capital Receipts & other resources	40.5
Earmarked Reserves released for reallocation	12.1
Total Estimated Funding Available	205.8
<u>Proposed Allocations:</u>	
Grant Funded Streams	
Schools Basic Need	-22.8
Schools Maintenance (Annual Programme)	-13.0
Highways Maintenance (Annual Programme)	-102.4
Portfolio Areas	
Schools Estate	-5.0
Non-Schools Estate	-6.9
Operational Assets	-15.2
Highways and associated Infrastructure	-20.0
Operational Redesign	-15.0
Capital Programme Contingency	-5.5
Total Funding Requirement	-205.8
Total Surplus(+)/Shortfall(-)	0.0

8. The proposed portfolio area allocations are based on a combination of identified schemes with known budget requirements, identified schemes with estimated budget requirements and general allocations where services can bring forward business cases to bid for the funding. For the portfolio areas, detailed business cases will go to the Capital Investment Programme Board who will approve them or make recommendations to Cabinet for inclusion in the capital programme, where they are above an agreed threshold¹.
9. The Schools Basic Need allocation includes funding for known schemes to 2021/22 and an allocation to match additional funding for the period to 2027/28.

¹ To be agreed as part of the report to Cabinet on 23 January 2018

10. The Schools Maintenance and Highways Maintenance allocations are based on the annual allocations in the current capital programme continuing each year to 2027/28.
11. The Schools Estate allocation of £5.0m is available for further schemes in addition to the annual maintenance programme and can be allocated based on condition data.
12. The Non-Schools Estate allocation includes an annual allocation for minor works and health and safety works totalling £1.9m to 2027/28, £0.2m for replacement fire doors at some fire stations and an estimated budget of £3.0m for the re-provision of Maltfield Children's Home that is nearing the end of its useful life. A further £1.8m is available for the period to 2027/28.
13. The Operational Assets allocation includes estimated funding for replacement fire vehicles, ICT equipment including the data centre and a new ICT system in Children's Services.
14. An allocation of £20.0m is being proposed for Highways and associated infrastructure. At this stage, it is expected the majority of this funding will be allocated to street lighting to realise revenue savings.
15. Within the Organisational Redesign portfolio there is a proposed allocation of £15.0m. It is expected that this will be used to address demand management and organisation redesign.
16. Further detail is set out in the annex to this report.

Next Steps

17. The comments from this Committee on the proposed capital portfolio allocations will be fed back to the Cabinet for it to take into consideration in proposing the revenue budget for 2018/19, the MTFP 2018/19 – 2021/22 and capital programme to 2027/28 on 23 January 2018.
18. The Council will meet to set the budget and council tax requirement for 2018/19 and capital programme on 13 February 2018.

Financial and Legal Implications

19. This report is mostly concerned with finance and the implications are set out in the main body of the report.

RECOMMENDATION

20. **The Performance Scrutiny Committee is invited to consider and comment on the proposed capital programme portfolio allocations for 2018/19 – 2027/28.**

LORNA BAXTER
Director of Finance

Contact Officers:

Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)
(Tel: 07584 909518)

December 2017

Description	Cost £'000	Funding £'000	Net £'000	Balance £'000	Notes
<u>Estimated Flexible Capital Resources Available</u>					
Additional Estimated Funding to 2027/28		153,187			Annex 1
Capital Receipts New / Revaluations		45,000			Annex 2
Earmarked Reserves released for reallocation		7,135			Annex 2
Total Estimated New Flexible Capital Resources Available to 2027/28		205,322		205,322	
<u>Proposed Allocations to Portfolio Areas</u>					
Schools Basic Need	30,300	7,550	22,750	182,572	
Schools Maintenance (Annual Programme)	13,000	0	13,000	169,572	
Highways Maintenance	102,459	0	102,459	67,113	
Schools Estate	5,000	0	5,000	62,113	Annex 3
Non-Schools Estate	6,900	0	6,900	55,213	Annex 3
Operational Assets	15,200	0	15,200	40,013	Annex 3
Highways and Associated Infrastructure	20,000	0	20,000	20,013	Annex 3
Organisational Redesign	17,454	2,454	15,000	5,013	Annex 3
Contingency	5,500	0	5,500	-487	Approx. 3% of the additional £200m increase in programme size
Total Proposed Allocations to Portfolio Areas	215,813	10,004	205,809		
Total Surplus (+)/Shortfall (-)				-487	

ADDITIONAL FUNDING AND ANNUAL PROGRAMMES

CURRENT PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Education												
Basic Need	14,484	0	3,750	3,750								21,984
Capital Maintenance	4,150	2,750	2,250	2,000								11,150
Transport												
Integrated Transport Block	3,688	3,688	3,688	3,688								14,752
Structural Maintenance	14,842	13,434	13,434	13,434								55,144
Incentive Funding	1,251	1,959	1,399	1,400								6,009
Pothole Funding	1,315											1,315
TOTAL	39,730	21,831	24,521	24,272	0	0	0	0	0	0	0	110,354

PROPOSED PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000	Change £'000
Education													
Basic Need	14,484	0	0	3,250	3,250	2,500	2,500	2,500	2,500	2,500	2,500	35,984	14,000
Capital Maintenance	4,150	3,500	3,000	2,500	2,000	2,000	1,750	1,500	1,500	1,500	1,500	24,900	13,750
Transport													
Integrated Transport Block	3,688	3,688	3,688	3,688	3,688	3,700	3,700	3,700	3,700	3,700	3,700	40,640	25,888
Structural Maintenance	14,842	13,434	13,434	13,434	13,434	13,500	13,500	13,500	13,500	13,500	13,500	149,578	94,434
Incentive Funding	1,288	1,959	1,399	839	839	800	800	800	800	800	800	11,124	5,115
Pothole Funding	1,315				0							1,315	0
TOTAL	39,767	22,581	21,521	23,711	23,211	22,500	22,250	22,000	22,000	22,000	22,000	263,541	153,187
Difference	37	750	-3,000	-561	23,211	22,500	22,250	22,000	22,000	22,000	22,000	153,187	153,187

Figures shown in Bold Italics are estimated or indicative allocations.

Figures shown in yellow are changes to current capital programme.

ADDITIONAL FUNDING AND ANNUAL PROGRAMMES

CURRENT ANNUAL PROGRAMMES	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Highways maintenance annual programmes	15,688	13,381	13,247	12,713								55,029
East-West Rail (contribution)	737	737	737	737								2,948
Schools Access Initiative	400	400	400	300								1,500
Temporary Classrooms - Replacement & Removal	325	350	350	350								1,375
Schools Accommodation Intervention & Support Programme	100	100	100	100								400
School Structural Maintenance	2,350	2,050	2,050	1,700								8,150
Minor Works Programme	500	200	200	278								1,178
Health & Safety (Non-Schools)	24	50	74	74								222
TOTAL	20,124	17,268	17,158	16,252	0	0	0	0	0	0	0	70,802

Proposed Annual Programmes	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000	Change £'000
Highways Maintenance													
Highways maintenance annual programmes	15,688	13,381	13,247	12,713	13,900	13,900	13,900	13,900	13,900	13,900	13,900	152,329	97,300
East-West Rail (contribution)	737	737	737	737	737	737	737	737	737	737	737	8,107	5,159
School Maintenance													
Schools Access Initiative	400	400	400	300	300	200	200	200	200	200	200	3,000	1,500
Temporary Classrooms - Replacement & Removal	325	350	350	350	350	200	200	200	200	200	200	2,925	1,550
Schools Accommodation Intervention & Support Programme	100	100	100	100	100	100	100	100	100	100	100	1,100	700
School Structural Maintenance	2,350	2,300	2,200	2,000	1,800	1,500	1,250	1,000	1,000	1,000	1,000	17,400	9,250
Non-Schools Estate													
Minor Works Programme	500	200	200	278	300	150	150	150	150	150	150	2,378	1,200
Health & Safety (Non-Schools)	24	50	74	74	100	100	100	100	100	100	100	922	700
TOTAL	20,124	17,518	17,308	16,552	17,587	16,887	16,637	16,387	16,387	16,387	16,387	188,161	117,359
Difference	0	250	150	300	17,587	16,887	16,637	16,387	16,387	16,387	16,387	117,359	117,359

FUNDING

Ref.	Directorate	Project	Funding Available £000	Description/Notes
1)	Earmarked Reserves	Released from Earmarked Reserves (Corporate)	7,135	Earmarked Reserves held within the capital programme that are no longer required.
2)	Capital Receipts & other contributions	Various	45,000	Estimate of receipts to 2028
		TOTAL FUNDING	52,135	

PROPOSED ALLOCATIONS TO PORTFOLIO AREAS

Ref.	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Description/Notes
	<u>Schools Basic Need</u>				
1)	Basic Needs Additional Pressure 2018/19 to 2021/22	7,300	4,550	2,750	New projects identified within 4 year plan.
2)	Basic Needs Additional Pressure 2022/23 to 2027/28	23,000	3,000	20,000	Estimate for 2022/23 - 2027/28
	Total Basic Need	30,300	7,550	22,750	
	<u>Schools Maintenance</u>				
3)	Annual Programme Allocation	13,000		13,000	Annex 1
	Total Schools Maintenance	13,000	0	13,000	
	<u>Highways Maintenance</u>				
4)	Annual Programme Allocation	102,459		102,459	Annex 1
	Total Highways Maintenance	102,459	0	102,459	
	<u>Schools Estate</u>				
5)	Indicative 10-year Allocation	5,000		5,000	
	Total Schools Estate	5,000	0	5,000	
	<u>Non-Schools Estate</u>				
6)	Annual Programme Allocation	1,900		1,900	Annex 1
7)	F&RS - Replacement Fire Doors	200	0	200	Delivery 2017/18
8)	Reprovision of Maltfield Children's Home (incl land)	3,000	0	3,000	Delivery 20/21 - Capital Receipt included in Funding
9)	Indicative 10-year Allocation	1,800		1,800	
	Total Non-Schools Estate	6,900	0	6,900	

PROPOSED ALLOCATIONS TO PORTFOLIO AREAS

Ref.	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Description/Notes
	<u>Operational Assets</u>				
10)	Indicative 10-year allocation	15,200	0	15,200	Will potentially include; Children's Services (Liquid Logic) ICT Solution; F&RS replacement vehicles; ICT replacement equipment and ICT - Data Centre
	Total Operational Assets	15,200	0	15,200	
	<u>Highways and Associated Infrastructure</u>				
15)	Indicative 10-year allocation	20,000		20,000	
	Total Highways & Associated Infrastructure	20,000	0	20,000	
	<u>Organisational Redesign</u>				
16)	SEN - New places & infrastructure improvements	2,454	2,454	0	Funding 2018-21
17)	Indicative 10-year allocation	15,000	0	15,000	
	Total Organisational Redesign	17,454	2,454	15,000	
	TOTAL PROPOSED PORTFOLIO ALLOCATIONS	210,313	10,004	200,309	

Division(s): N/A

Performance Scrutiny Committee 4 January 2018

Draft Corporate Plan 2018 - 2021

Report by Policy & Performance Service Manager

Introduction

1. This plan sets out the County Council's overarching strategy for the period 2018-2021. It states our updated vision for 'thriving communities' in Oxfordshire and describes the council's main priorities and the specific actions that will be taken in the period to March 2019.
2. The Plan has been shaped and guided by a cross-party Councillor working group and from input across the council.
3. The Corporate Plan will be considered by Cabinet on 23rd January 2018, alongside the budget for 2018/19 onwards. The Committee is therefore invited to comment on the draft plan prior to this.

Key issues

4. A short, public-facing document (the 'prospectus') has already been produced and published which summarises the council's vision and priorities; this document is intended to be externally focused and is targeted at residents and partners in particular. The document has been widely distributed across the county and anecdotal feedback suggests it has been well received.
5. The attached document expands on the prospectus, drawing together significantly more detail about the work of the council. It has a particular focus on highlighting the range of services and functions we provide, what we are trying to achieve, as well as the way we work and how we know we are progressing.
6. It is intended to act as a comprehensive document that is more internally facing document than the prospectus, which essentially acts as a more public facing summary of the full corporate plan. As such, this plan is likely to be of more interest to Councillors, staff, partners, inspectors and residents with a specific interest in the council.
7. The plan is still in draft, with more detail to be finalised over the coming weeks. In particular, the details of how we will measure progress are in the process of being shaped and will be brought forward in future drafts before its final publication in April 2018.
8. However, the intention is for the Corporate Plan this year to have a more detailed action plan setting out how the vision and priorities will be achieved.

This will be closely monitored through the council's performance management framework and process, and as such the performance measures and targets will form part of the regular performance reporting that this Committee considers on a quarterly basis.

Financial and Staff Implications

9. There are no direct financial or staffing impacts that have been identified as part of this Plan, the actions to deliver the Plan have been identified to be in line with the staffing and budget available. This is specifically being identified through service and resource planning.

Equalities Implications

10. The Plan seeks to ensure all residents are given equal opportunity and looks to address inequalities where they exist. Where any of the actions involve changes to service or service delivery, they are considered as part of the specific proposals (e.g. through Service and Community Impact Assessments).

RECOMMENDATION

11. **The Committee is RECOMMENDED to:**
 - a) **note the Draft Corporate Plan and make suggestions for amendments, prior to consideration by Cabinet on 23rd January; and**
 - b) **agree to receive further updates on the performance measures and targets once developed, and that this will form part of the regular monitoring reported to the Committee on a quarterly basis.**

NAME: Ben Threadgold, Policy & Performance Service Manager

Background papers:

Contact Officer: Sam Shepherd, Senior Policy Officer
December 2017

**Thriving communities
for everyone in Oxfordshire**



DRAFT CORPORATE PLAN 2018-21

DRAFT

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FOREWORD / INTRODUCTION (TBC)

#TO BE ADDED IN FINAL DRAFTING STAGE TO REFLECT DOCUMENT CONTENT#

DRAFT

Our Vision

Thriving communities for everyone in Oxfordshire

We listen to residents so we can continuously improve our services and provide value for money



Our Strategic Direction

In working to achieve our vision for Oxfordshire, we have set a number of overarching themes that guide our approach and run throughout this document.

Some of these themes are specific to service areas and align closely to particular elements of our vision, whereas others are cross-cutting strategic themes that help to shape significant areas of our work – including in partnership with others.

- Delivering **excellent services for our residents**
- **Transforming the council** in the best interests of our residents, including better use of digital and technology
- Supporting a **skilled and effective workforce**, for both the council and across the county
- Taking a '**Leadership of place**' role, championing Oxfordshire and local communities
- Building **capacity, cohesion and resilience in local communities**
- Tackling inequalities and **improving life chances**, including supporting and safeguarding the most vulnerable people in the county
- Enabling sustainable **economic growth and improved infrastructure**, including housing
- Investing in growth and service outcomes through our **investment strategy**
- Working effectively **with the NHS** to improve the **health and wellbeing** of Oxfordshire's residents
- Embedding approaches to **demand management** as we redesign our services, particularly in adults and children's social care
- Ensuring **environmental resilience** and sustainability
- Being able to **respond effectively to emerging and/or unexpected issues**, as an organisation and with partners.

OUR VALUES

As a county council we have core values which guide the way we work to deliver our vision. What these look like in practice is explained through a number of behaviours which support our values.

Our core value: We do the best we can for residents

This means we:

- work together in a supportive and honest way
- strive to find the best solutions
- are open to change and doing things differently.

We have broken down what it means to do our best for residents into more detail as follows:

We do the best we can for residents means:

- We treat customers as we would like to be treated and help them to do as much for themselves as possible.
- We use council resources efficiently and aim to minimise costs where possible.
- We take responsibility for our work and delivering good customer service.
- Exploit technology/digital options as much as possible

Work together in a supportive and honest way means:

- We are open and transparent about our work.
- We look for opportunities to collaborate across teams and with partners.
- We share our expertise and resources.
- Keep up to date with council priorities and the information needed to do our job well.

Strive to find the best solutions means:

- We are resourceful and creative in our approach to problems.
- We learn from past projects and apply lessons to achieve a better outcome.
- Make decisions based on what the evidence tells us will deliver the best outcome.
- We take ownership to deliver what we have committed to.

3. Are open to change and doing things differently means:

- We ask for and listen to the ideas of others
- We look for opportunities to improve the customer experience/overall service performance and reduce duplication
- Make time to reflect, develop and look for opportunities to improve, taking ownership of our own performance and personal development
- Take risks in a managed way and challenge the way things have always been done.

We strive for all of our activities to support principles of equality, diversity, fairness and inclusion, both in terms of our own workforce and with respect to the services we commission and deliver for local residents.

ABOUT OXFORDSHIRE

We are proud of our county.

Oxfordshire is diverse and dynamic with 678,000¹ residents and over 30,000 businesses. Beyond the historic city of Oxford the county has a thriving network of villages and market towns, with fast-growing towns from Banbury and Bicester in the north of the county to Didcot, Abingdon, and Henley in the south, Thame and Wheatley in the East, to Witney and Carterton in the West.

Nonetheless, Oxfordshire is a very rural county - the most rural in the South-East of England. A third of the total population of Oxfordshire (223,100, 33%) live in rural areas and we have three Areas of Outstanding Natural Beauty; the Cotswolds, the Chilterns and the North Wessex Downs, as well as two national trails, and over 100 Sites of Special Scientific Interest.

Oxfordshire benefits from thriving local communities and a high level of engagement in politics and service delivery. Our society is active, with an estimated 4,500 voluntary and community organisations in Oxfordshire. A vibrant parish and town sector gives voice to local communities as well as, in many cases, providing important local services. There are 316 town and parish councils and meetings and outside of Oxford City every resident has a parish or town council. Our network of town and parish councils and voluntary and community groups are already mobilising to reshape the way that public services are delivered now and in the future.

We are a growing county; our own forecasts¹ predict an increase in the number of Oxfordshire residents of 27% between 2015 and 2030, taking the total population of the county from 677,900 to 864,200. We are also becoming a more diverse county with 16.4% of our residents coming from non-white British backgrounds. The county's black or minority ethnic (BME) community almost doubled between 2001 to 2011 from 4.9% to 9.2% of the population, with considerable variation in ethnic composition across the county.

We are a centre of academic research, science, and innovation. Home to the oldest university in the English-speaking world, currently ranked the world's best. The county is a hub of a network of internationally important medical and scientific institutions and enterprises, not least in the Science Vale area, home to the Culham Centre for Fusion Energy, the Rutherford Appleton Laboratory, Diamond Light Source, and the UK Space Gateway.

¹ From the Joint Strategic Needs Assessment:

http://insight.oxfordshire.gov.uk/cms/system/files/documents/1%20Executive%20Summary%20JSNA%202017_0.pdf

Oxfordshire has close to full employment, with most people employed locally - 82% of our working residents have jobs within the county border. Earnings remain relatively high for Oxfordshire residents and Oxfordshire's economic output per head is 22% above the national average- put simply, our economy is doing well.

Oxfordshire is a single economic area, making it easier to align plans around housing, employment, transport, and skills. We have one 'Local Economic Partnership' (LEP) covering Oxfordshire, and which reports that Oxfordshire has grown more quickly since the last recession than any other LEP area in England. As a result local partners have recently secured £215m in government investment over the next five years to meet the infrastructure and housing needs of growth.

The county's location is also strategically important, with easy access to London and Heathrow, as well as to major regional cities such as Birmingham and Bristol. We stand at the Western end of the increasingly significant Oxford-Milton Keynes-Cambridge Arc, to which the Government made a high-profile commitment of millions of pounds of funding and support in the November 2017 budget. The county also benefits from major transport corridors including roads such as the A34, A40, M40, important current and future rail corridors, and popular waterways and cycle routes.

Opportunities and challenges in Oxfordshire

We celebrate Oxfordshire's many positive attributes, but we also recognise the many issues and challenges we face. Over recent years we have risen to the national economic challenges by creating and making the most of the opportunities available. As a result, between 2009 and 2015 our economy grew by over 30% in cash terms.

This growth brings benefits, and opportunities, but also challenges; congestion, rising house prices, shortages of appropriate sites for growing businesses, rising demand for public services such as education and health, and a strong desire to protect our natural environment. The challenges we now need to respond to are:

- **Rapidly growing and aging population.** As of mid-2015, the Office National Statistics (ONS) estimated the total population of Oxfordshire was 677,900 residents (including students and armed forces). Oxfordshire County Council population forecasts, based on expected housing growth, predict an increase in the number of Oxfordshire residents of +183,900 people (+27%) between 2015 and 2030, taking the total population of the county from 677,900 to 864,200. This is more than double the growth of the previous 15 year period (2000 to 2015). Our population is not only growing but aging too; each district in Oxfordshire has seen a historical growth in the number of residents in those 85 years and over, increasing 47% from mid-2000 to mid-2015. And a predicted rise in this age group over the next 15 years by 92%.
- **Growing demand and prices for housing.** The Oxfordshire Strategic Housing Market Assessment sets out a need for the delivery of 100,000 new homes between 2011 and 2031 (of which 11,000 have been built to date), which our

forecasting suggests would result in a 27% increase in the population by 2031. This demand for housing in the county is driving up house prices at a higher rate than earnings and the Centre for Cities ranks Oxford as the least affordable UK city for housing. In Oxford city, social rents in 2015 were 18% above the national average. Buying a family home now requires 2-3 times a median income (i.e. 2-3 earners per household) in each district in Oxfordshire.

- **Reducing public funds alongside a growing demand for services.** Oxfordshire County Council has found savings over the last seven years of over £350m. At the same time, the need for our most expensive services is rising steeply. As people live longer, with more long term health conditions, we are expecting more people and their families and carers to need local authority help. We are also seeing increasing numbers of adults with a learning disability presenting to the county council. Demand for children's services is also rising. Since 2010 the number of children in Oxfordshire who were the subject of a child protection plan has more than doubled, while those who are formally "looked after" has increased by a third. Last year saw a 20% increase in referrals to children's social care and an 18% increase in child protection investigations. These increases have also been seen nationally, but not to the same extent as in Oxfordshire.
- **Pressure on our transport and infrastructure.** The growth in housing and population presents a challenge to provide excellent transport infrastructure to support connectivity between housing and jobs and community infrastructure such as GP surgeries and schools. Estimates suggest that around £8bn of investment could be required in order to ensure Oxfordshire's physical, social, and environmental infrastructure are fit to deal with the scale of development currently planned.
- **Workforce challenges.** The thriving local private sector economy has led to challenges recruiting staff at all levels in the public sector, due to the high level of house prices relative to earnings and very low levels of unemployment in the county. This has affected public services across the recruitment range from frontline care workers to GPs and Headteachers.
- **Deprivation and inequality.** While an overall prosperous county, there are some significant pockets of deprivation. 15 local areas within Oxfordshire fall within the 20% most deprived neighbourhoods in England (for context 193 fall within the 20% least deprived). Of these the majority are within Oxford City, with others in Banbury and Abingdon. We also have around 5,500 people in Oxfordshire who may struggle to access services they need because they can not speak English or speak English well.
- **Local response to Brexit.** The opportunities and challenges for Oxfordshire and its public services arising from Brexit are currently unclear. Withdrawal from the EU is likely to have significant implications for public services such as those provided by the council, and for the county more widely. The county seems well placed to adapt to any changes, whether positive opportunities or less desirable outcomes. Pressures on public services are likely to be felt in procurement, workforce, environmental, waste, and employment regulations. Additionally Brexit could have implications for the patterns of enterprise and trade in the private

sector, and for Oxford's universities.

- **Collaboration and integration.** The local health and social care system continues to work together to ensure that people are discharged from hospital as soon as they are able, and that the care and support they need is available. Improvements have been made, but there is still much more to do in this area and all partners remain focused on this.
- **Educating the next generation.** Educational attainment continues to improve but remains below the levels we would expect and aspire to achieve. The proportion of pupils taught in schools rated as good or excellent by Ofsted continues to rise and we are working with our partners to improve attendance as this is shown to have a positive impact on attainment.
- **Prevention and early intervention.** Significant changes have been made to the way that early help is provided for people, with a far greater emphasis on taking a partnership approach rather than being the sole responsibility of the council. This requires a change in expectations that is being carefully managed, and working jointly with partner organisations, community groups, and people, families and carers themselves in identifying how best to access the support people need as early as possible to prevent needs escalating.
- **Rurality.** The rural nature of the county can be a barrier for people accessing services, it means people can be either a long distance or with poor connections to services. Embracing digital solutions to customer contact and service delivery can help tackle this, but requires a shift in culture and expectations for the council and residents alike and cannot completely replace traditional approaches including phone and face to face without impacting access to services in different ways.

Local government in Oxfordshire

Local government operates in a 'two-tier' system in Oxfordshire. This means it is made up of a county council providing services across the whole county with 80% of total local government spending, and five districts: Oxford City, Cherwell District, West Oxfordshire District, South Oxfordshire District, and Vale of White Horse District providing services to residents in their patches.

In addition to the county and district councils all areas of the county, other than the parts of the city of Oxford, are currently 'parished' and there are 15 town councils, 233 parish councils and 68 parish meetings. Parishes and town councils are important partners in the local community that we work with and who are vital link on local issues.

The following shows the population each council in Oxfordshire serves, the number of Councillors serving them and examples of the services they usually provide:






	ONS official mid-2015 population estimate	Number of Councillors	Examples of Services Provided	
Oxfordshire County Council	678,000	63	<ul style="list-style-type: none"> • Child protection • Fostering and adoption • Adult social services • Education support • Roads and transport • Fire and rescue service • Waste disposal 	<ul style="list-style-type: none"> • Public health • Libraries • Trading standards • Country-side access • Parking • Registrar and coroner services.
Cherwell District Council	146,000	48	<ul style="list-style-type: none"> • Housing and benefits • Parks and leisure • Local planning • Street cleaning • Waste collection • Environmental health • Council tax collection • Electoral registration • Parking. 	
Oxford City Council	160,000	48		
South Oxfordshire District Council	137,000	36		
Vale of White Horse District Council	127,000	38		
West Oxfordshire District Council	109,000	49		
TOTAL	678,000	219		
Town and Parish Services				
15 Town Councils 233 Parish councils 68 Parish meetings			<ul style="list-style-type: none"> • Allotments • Burial Grounds, Cemeteries, Churchyards and Crematoria • Bus Shelters • Community Centres • Footpaths • Recreation 	<ul style="list-style-type: none"> • Parking places • Tree planting • Traffic calming • Litter bins and anti-litter campaigns • Public toilets • War Memorials.

	ONS official mid-2015 population estimate	Number of Councillors	Examples of Services Provided
			grounds

In addition to our local government partners, we work with many public, private and voluntary sector partners to provide joined-up services. Information on how we do this is discussed throughout the following themed sections and is drawn together in the 'way we work' section.

About the County Council

Elections in May 2017 returned 63 councillors to the County Council.

Party name	Seats won
 Conservative Party	31
 Liberal Democrats	13
 Labour Party*	14
 Independent	4
 Henley Residents Group	1

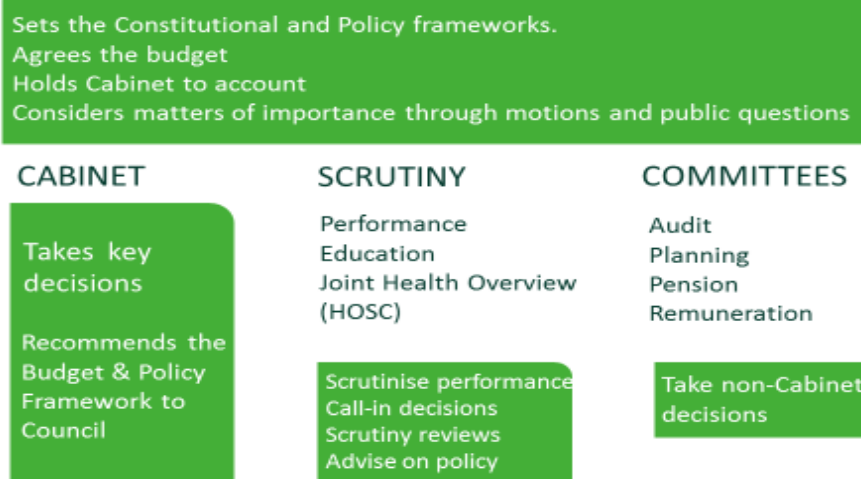
**including co-operative affiliates.*

The composition of the new council has changed considerably from the previous council with larger numbers of younger and female councillors. The average age has fallen from 63.5 prior to the most recent election to 58.8 in June 2017, and the proportion of women councillors on the council has risen from 37% under the previous administration to 44% now; we are proud that this figure is 11% more than the national average of 33%².

These 63 councillors make up the full council and are responsible for setting the constitutional and policy framework for the organisation. This is organised as follows:

² <https://www.ippr.org/news-and-media/press-releases/more-than-3000-female-councillors-needed-to-reach-50-50-gender-balance-in-local-government>

FULL COUNCIL



A Conservative Independent Alliance (Conservative councillors plus two Independent councillors) forms the administration. The Cabinet, responsible for key decisions, consists of nine councillors, currently consisting of the following portfolios:

- Leader (holding the responsibility for functions such as strategy, corporate and community leadership, major external partnerships and economic growth and development)
- Deputy Leader (holding responsibility for functions such as governance and internal management, HR and industrial relations, customer services, fire and rescue, trading standards and emergency planning)
- Cabinet Member for Adult Social Care
- Cabinet Member for Children and Family Services
- Cabinet Member for Environment
- Cabinet Member for Finance
- Cabinet Member for Local Communities
- Cabinet Member for Property, Cultural Services
- Cabinet Member for Public Health and Education

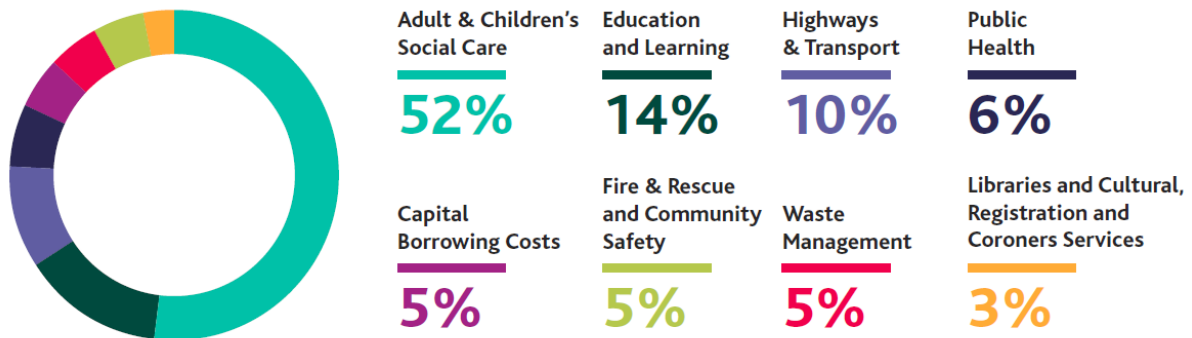
Councillors also have a role in scrutiny committees, responsible for checking the performance of the council, holding cabinet to account and advising on policy. There are currently three scrutiny committees: an overarching Performance Scrutiny committee, an Education Scrutiny committee and the Joint Health Overview Scrutiny committee (a joint committee with Oxfordshire district councils and some co-opted members). More information on who your Councillors are can be found on our website: <https://www.oxfordshire.gov.uk/cms/public-site/about-your-council>

Locally, our Councillors work on Oxfordshire's behalf engaging national decision-makers and opinion-formers, such as our local MPs in Westminster and Ministers in Whitehall. The council monitors Parliamentary questions and debates, Select Committees and information from government and other bodies, to ensure we respond and get Oxfordshire's issues raised in national debates.

Our finances #to be updated when 2018/19 figures available#

The main sources of the council’s funding are locally raised council tax (61%), specific government grants to be used for specific services (22%) and locally raised business rates (12%).

For 2017/18 the council has set an overall budget of £790.8 million. The figures below show broadly how the planned spend of £552.9 million on services (excluding expenditure of £237.9 million on schools) in 2017/18 is divided up:



In recent years government grant into the council (and other local authorities across the country) has reduced significantly. In Oxfordshire this resulted in a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20. As demand for statutory social care services has continued to rise this has resulted in the need to deliver significant savings - by the start of the year 2017/18 savings had been made of £350m per year compared to our spending in 2010 (of which 40% was due to the reduced government grant and 60% due to the rise in demand for statutory services).

Public money in Oxfordshire

Local government in Oxfordshire is only part of the picture of locally provided public services. The pie chart below provides some context for the scale of spending within the county by different organisations. The largest costs fall to locally provided National Health Services, followed by spend on benefits (Department of Work and Pensions), then local government (21% of all spending, of which over 80% is by the county council), followed by costs of schools and then the police (shown as Thames Valley Police or TVP below).

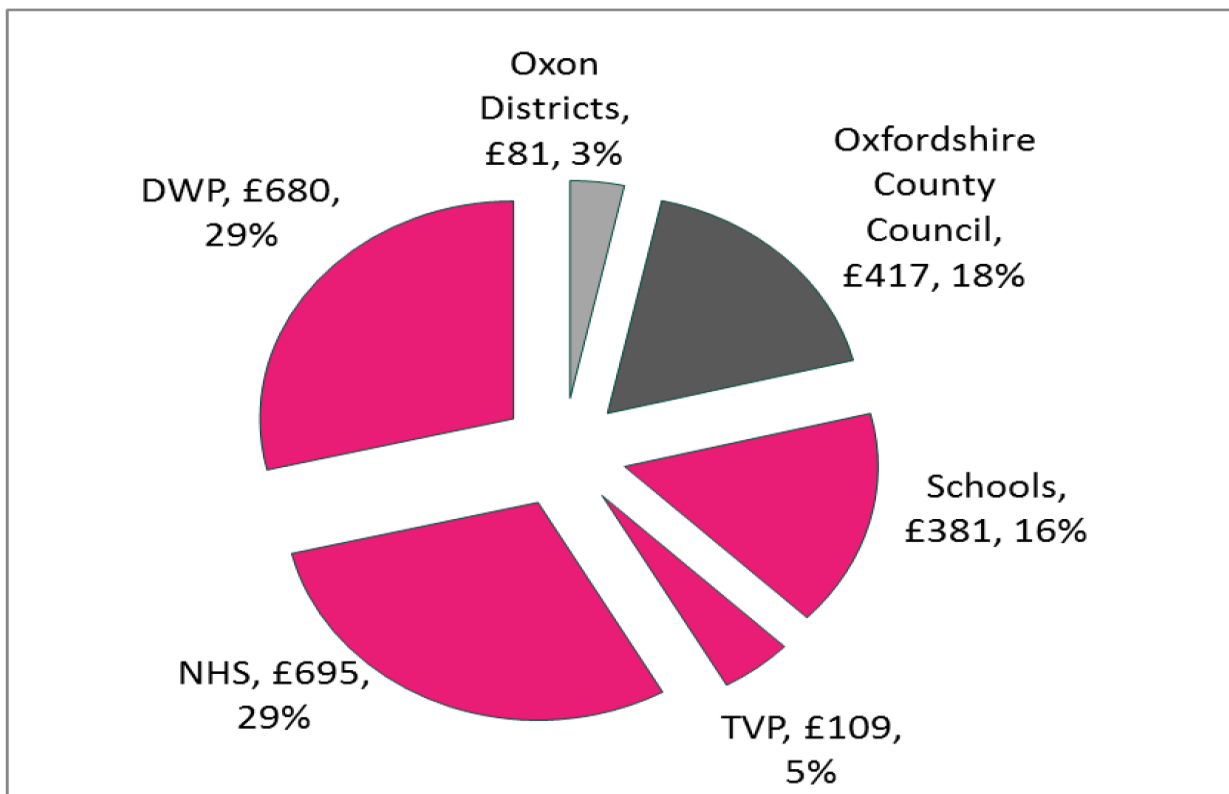


Chart: Annual Public Spending in Oxfordshire (£m). Sources: various.

This plan in the wider context

This document sits in a wider context of working to improve quality of life in Oxfordshire, where we work with partners in the public, private and voluntary sector to achieve the best outcomes for our residents. We have huge success by working in partnership, shown by the Oxfordshire Growth Deal which has secured £125 million of investment for housing and infrastructure in the county.

Since 2008 we have been working with our partners towards a vision for 2030, which we are going to refresh over the next year to develop a joint vision for 2050. The partnership landscape in which we operate to deliver long term visions is complex and becoming increasingly important with the growing move towards more collaborative, cross-organisational approaches to meeting the needs of Oxfordshire residents.

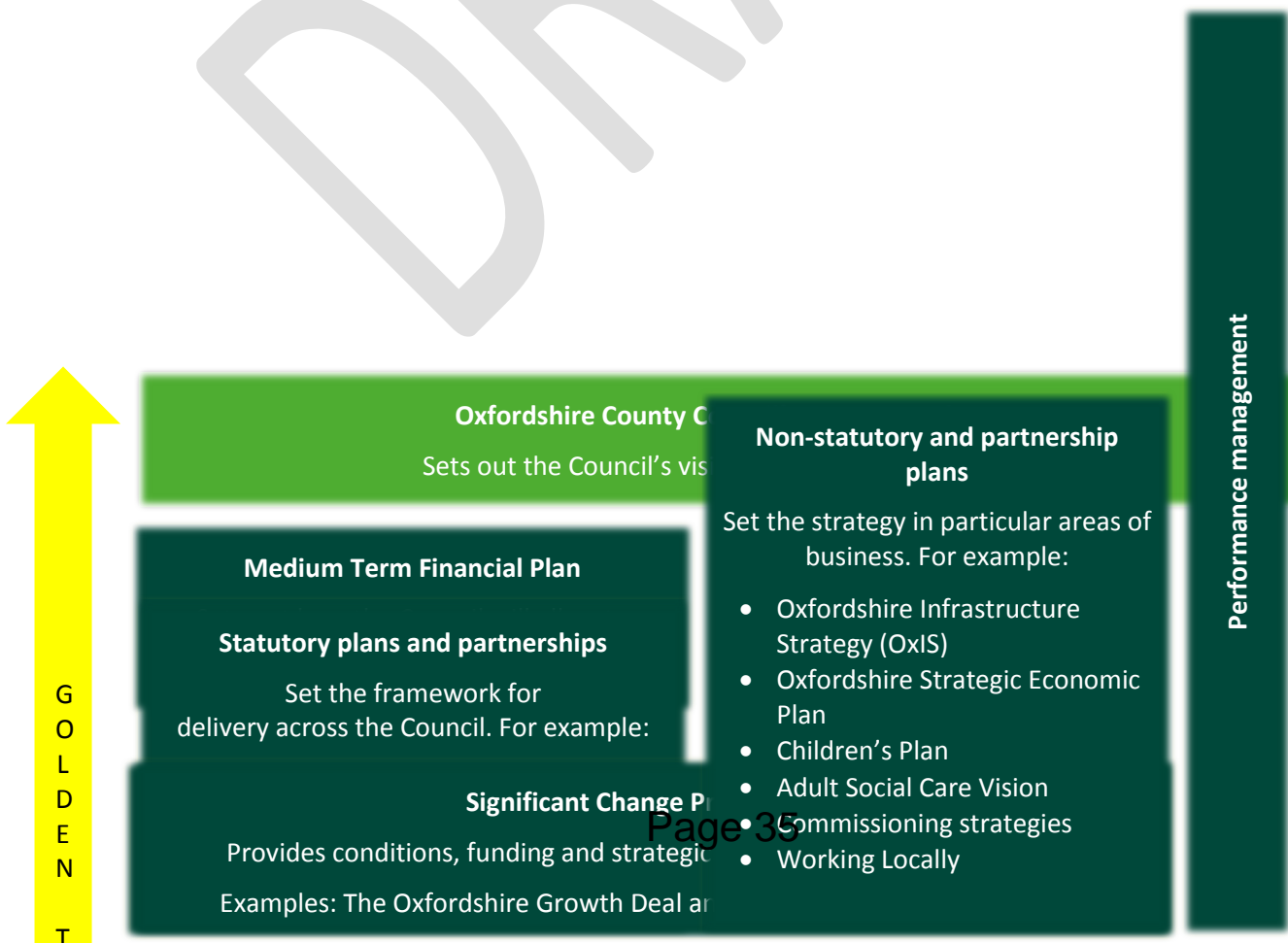
More detail on our partnership working can be found in the section named 'how we work' but we the Oxfordshire partnership landscape brings together key organisations to collaborate on health and wellbeing, safeguarding, safer communities and economic growth. Some of the key partnerships are:

- Oxfordshire Health and Wellbeing Board (statutory)
- Oxfordshire Safeguarding Children Board (statutory)

- Oxfordshire Safeguarding Adults Board (statutory)
- Safer Oxfordshire Partnership
- Thames Valley Emergency Services Collaboration (statutory)
- Oxfordshire Stronger Communities Alliance
- Oxfordshire Strategic Schools Partnership Board
- Oxfordshire Early Years Board
- Oxfordshire Growth Board
- Oxfordshire Local Enterprise Partnership
- Oxfordshire Environment Partnership

Underpinning these formal partnerships is a network of informal and formal working relationships, sub-groups / working groups and contractual agreements that help to deliver services in line with partnership strategies and priorities. There are also a number of key strategies developed by the various partnerships listed above, which focus on their specific areas of responsibility.

We have aligned this document, our internal planning and our partnership work to help achieve good outcomes for Oxfordshire. The following diagram shows our Corporate Plan in context, illustrating the ‘golden thread’ of strategic planning meaning every action and interaction we have is done with the vision as its intended outcome:



DELIVERING OUR VISION

Thriving communities for everyone in Oxfordshire

We listen to residents so we can continuously improve our services and provide value for money



This section describes in detail how we intend to deliver thriving communities for everyone in Oxfordshire; taking each priority in turn to demonstrate where we want to be, where we are starting from and how we will make the changes necessary to achieve our vision.

We will listen to our residents so we can continuously improve our services and provide value for money

Why is this important?

Oxfordshire County Council puts residents at the heart of everything we do. We are an organisation that exists to serve our residents and communities; not only do they pay (directly or indirectly) for the services we deliver, they also receive and use our services. Our communities are ones of place; ranging from inner city areas through to historic market towns, villages and to rural hamlets. Our communities are also groups of interest such as those based on age, life stage, race, religion or many other factors. Our approach to supporting thriving communities therefore recognises that we need an approach that is as diverse as our communities. We must listen to councillors, residents and our different communities to develop our approach and ensure that we are responsive to local issues and local need. It is also important that people see the council as providing value for money, constantly challenging itself to improve and embracing new opportunities and ways of working to help deliver effective and efficient services that make best use of public resources.

Where will we be by the end of this Plan?

Our residents will feel like our partners in the design, purchase and delivery all of our front-line services. Our residents and communities will be shaping our services from the earliest stages. We will have diverse channels of engaging with residents and will be listening intensely to understand what matters most to people and improve their experience of the services we provide. Our communities will see us as open and transparent; they will have complete confidence that we will respond well to their needs and desires. In experiencing our services, residents will feel and know that they are getting maximum value for the pounds we spend.

Where are we now?

Engagement with residents

The majority of our staff, and partners we work with, are in day to day contact with residents, businesses and communities through the services we deliver. These are the places where we informally have a dialogue with our residents and gather feedback. More formally, we carry out public consultations on particular issues affecting people, including areas for change and improvement. We also seek feedback on specific services, through regular surveys such as in highways or adult social care, and more generally through our Residents Survey.

Our elected councillors are visible and active in their local communities, whether with individuals, community groups or more formally at council meetings. We offer clear routes to make complaints if people are not satisfied with what we've done, and are committed to learning from these and making necessary changes to improve things.

We engage residents, communities and partners online; through our website or social media channels such as Facebook and Twitter. We recognise there is much more we can do using digital routes to reach our communities in a way that is more accessible and locally relevant. However, we also recognise that some people need or prefer to access our services through traditional methods.

We pride ourselves on our engagement with children and young people. Over the years we have developed various forums and methods to enable this to happen effectively. One young person said why this work is so important: *“We need to hear children and young people’s views, it’s their life and usually a young person’s views are pushed to one side or people turn a blind eye, where we make sure they get heard”*.

A new forum has been established to reach out to all children and young people in Oxfordshire called VOXY (Voice of Oxfordshire Youth) and members sit on our children’s partnership the ‘Children’s Trust’, to feed directly into decision making processes. VOXY also enables effective partnership working and less duplication of engagement and consultation with young people.

Children in Care, and those leaving care, are reached via the Children in Care Council and the new forum OCLA (Oxfordshire Care Leavers Association). They have members sitting on the Corporate Parenting Panel and feed directly into discussions and decision making processes about improving care system. The following quotes shows what a difference this work makes: *“Since joining the Children in Care Council (CiCC) I have gained so much confidence because I get input on things that I otherwise wouldn’t. I feel that my opinions are valued and I have learned about what goes on in the background thus making me feel safer”*.

We also have been a developing approach to ‘co-production’; involving people at all stages of the design, purchasing, implementation and monitoring of services. This has already been well utilised in adult social care, particularly in redesigning learning disability and daytime support services, and will be rolled out further across the council.

Improving our services and providing value for money

We have a good track record of delivering services that people value and that provide value for money. By delivering £350 million of savings in the last seven years through taking new approaches to the delivery of services we have maintained almost all of our services; showing we can deliver value for money. We think our efforts have contributed to the 89% of people in our resident’s survey who say they are satisfied with Oxfordshire as a place to live, work and raise a family.

We also know that when people use our services, they are generally happy with them. Our Adult Social Care user survey of 2017 showed that 90% of people are satisfied or very satisfied with what we do. We also know that we provide ‘good’ children’s social care services, in an Ofsted inspection in May 2017, the council was rated as good across all three key categories of their inspection:

- Children who need help and protection,
- Children looked after (including adoption performance and experiences and progress of care leavers)
- Leadership, management and governance.

We are also very aware of the need to continuously strive to improve what we do and how we do it. We must also ensure that we provide the best value for money we spend on services, which means working in the most efficient ways possible.

Hearing feedback is most valuable when we can use it to transform and improve our services. Our adult social care services currently work in collaboration with individuals and their families in agreeing how best to meet their care and support needs, and listen with respect to the outcomes the person wants as a result of a safeguarding intervention. Our personalised approach means that we work in 'co-production' with people at risk of harm, including where the person lacks mental capacity to make a specific decision themselves, to help individuals and their advocates/families to make their own decisions about their own care needs.

Similarly, we have restructured our teams responsible for infrastructure services – who maintain and develop the county's highways network – to make them area-based. This is enabling us to work locally, putting us more closely in touch with local areas, and enabling us to be increasingly responsive to the needs of individual communities and residents. Internally, our services often seek customer feedback; for example; Legal Services always survey customers when they have provided a service. The feedback is used to improve services.

We have taken strides forwards in using technology to transform some of our key services. Whether streamlining online access to our services, or designing new digital services, the benefits of this will include greater efficiency and reduced costs, freeing our resources to attend to other priorities. What we are learning through this work is giving us knowledge to re-apply to other service improvements, making us both more "digitally capable" as a council and better at designing services which meet residents' needs.

We are also driving down costs across our services wherever we can. For example, as one of the highest performing local authority areas in England for recycling and waste management, we are saving taxpayers money, as it is cheaper to dispose of recycled household waste than the waste in residual bins. We also provide a number of waste reduction services to reduce the amount of waste we have to recycle to begin with. And we have a rigorous Internal Energy Strategy which aims to keep our costs at or below 2014/15 levels through active energy management and effective procurement of energy supplies.

Over the last seven years we have delivered significant savings through changes that have enabled us to do more with our money, and to more effectively and efficiently do the things you expect us to do.

How will we achieve our vision?

To meet our commitment to listen to residents, the county council must continue to change and improve how it works; we are doing this through several ways. Our programmes of change are both council-wide and service-specific; all aligned to ensure we listen and respond to provide value for money

Our 'Fit for the Future' transformation programme will ensure that all of our services are working together effectively, as well as with partners and communities to deliver better outcomes for the county. The programme will deliver:

- Improved customer experience through anytime, anywhere, simple and easy access for residents and businesses.
- A 'One Council' approach to service delivery.
- Going digital to ensure an integrated system approach which focuses on our customers.

We are also changing the way in which we are delivering individual services to put service users, residents and communities at the heart of what we do. We are seeking to design, purchase and deliver services such as Adult Social Care in partnership with those it serves. This 'co-production' approach will build on what we do now, learning the lessons, improving and expanding the approach across the council as we progress.

Oxfordshire has been awarded £210,000 to support delivery of our One Public Estate activity. Our new One Public Estate Partnership brings together local authorities and other public sector partners to improve service delivery to residents, visitors, workers and businesses in the county and deliver better value for the public purse through co-locating our services. We have been awarded funding to develop feasibility studies for three projects to co-locate and dispose of land in Witney (Welch Way), Bicester (Queens Avenue) and provide a shared depot facility. It is anticipated that this work will start in 2018/19 and continue beyond if we move towards delivery of the projects. The Partnership will also be looking at other opportunities to make best use of our shared estate and to co-locate services across the county.

A full list of the actions we are planning to improve how we listen to residents and deliver improved, value for money services can be found in Annex A but this includes the following key activities:

- Work in partnership with adult social care service users to design, purchase, deliver and monitor services.
- Promote and support the involvement of vulnerable children and young pupils and those with Special Educational Needs and Disabilities in the decisions that affect their lives and the services they receive.
- Use a governance review to decide if our locality model of working should be developed into an 'Area Board' to bring in the District, Towns and parish Councils to better join-up responses to local issues.
- Continue to develop the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services.
- We will lead the 'One Public Estate' programme with other public organisations (NHS, District Councils, Police and OxLEP) to spend our allocated funding on ensuring services are delivered efficiently and in a coordinated way.

How will we will know we're getting it right? [to be developed Dec/Jan]

The feedback we gather from all residents and those using our services will help us identify where we are getting it right and where we can improve. We will use

information we collect to assess how effective our engagement with residents is. We will look at levels of residents' satisfaction with the engagement itself as well as the degree to which engagement leads to service improvement and value for money.

Indicators such as number of complaints resolved, number of Freedom of Information requests handled and information on the attendance at meetings are all likely to be relevant to us as proxy measures to help us gauge whether we are getting it right for residents. Social media interactions will also be part of the feedback; such as 'follows', 'likes' and 'retweets'.

Existing measures for the monitoring of budgets and the impact of our spending are robust but can be reviewed. More sophisticated measures of the value of money spent in one area or another may be considered in the longer term.

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THRIVING COMMUNITIES

Why is this important?

We know community is what ties people together; it is the thread that unites our residents across the county and brings them a sense of belonging. A thriving community also needs an environment within which to thrive. If we have thriving communities, residents will feel a strong sense of place in their local area. If we create thriving communities, everyone can participate in community life in the ways they choose, they feel part of something and we will enable people to look out for one another. Our Councillors are important local advocates, connecting all the areas of Oxfordshire to meet the needs of residents. Together with local organisations such as district, parish and town councils, voluntary organisations and residents themselves, thriving communities in Oxfordshire means building a sense of togetherness.

We help people lead safe healthy lives and play an active part in their community

Why is this important?

Being active within our society helps individuals feel less lonely, have a more vital and varied life, stay healthy, feel safe and feel happier. For thriving communities to become a reality, every resident needs to feel they can play a part in their community. To do this, they first need to be safe and healthy. This means working through services and groups which are already there to build, encourage and support communities to thrive. It is important that we address the inequalities that exist for people in their health, achievement and safety to give everyone opportunities.

Where will we be by the end of this Plan?

We want Oxfordshire to be a rich mosaic of thriving, vibrant and empowered communities. We want the county to be a place that everyone feels equally safe and healthy enough to play an active part in the community they choose; whether these be communities of place or of interest. We will join forces wherever we can and want our vibrant network of organisations to boom; with our parish councils, town councils and voluntary groups empowered to step into new roles and powers in delivering local services. The voice of local communities will be loud and clear, with a strong role in enhancing local services. We want every single community in Oxfordshire to thrive and grow stronger; being the people-power that drives the way forward.

Where are we now?

Healthy lives

We are there from the start of life; we work with the NHS and other partners and contract public health services to ensure that children can have the best start in life, and work with partners to ensure that new parents and growing families can continue to look after their healthcare needs. We commission services such as health visitors who visit women in the antenatal period and then support families and children from birth to age five. Children then receive services such as school nurses who provide information, advice and support for young people on topics such as mental wellbeing, healthy lifestyles and sexual health. As well universal health promotion, nurses also provide drop-in sessions for one to one support with young people. They work alongside several other partners including teachers, GPs, Child and Adolescent Mental Health Services (CAMHS), sexual health services and substance misuse services.

We seek to prevent people from becoming unwell by identifying problems early and providing advice to help them stay healthy. We are commission NHS Health Checks for those aged 40 to 74 and have seen greater numbers of people in the county taking these simple check-ups to identify health needs. We also participate in a range of behavioural and lifestyle campaigns (e.g. stopping smoking and healthy eating), work to support mental wellbeing, and input into community safety activities.

We also offer help and signposting to those who need a helping hand to tackle life's challenges. For example, we provide support for those suffering from drugs or alcohol dependency, those wishing to quit smoking, those with sexual health concerns, and for the prevention of chronic disease due to obesity. We also support families and carers of those who need extra support.

Safe lives

Our Fire and Rescue Service is well known for keeping our communities safe. Not only do they provide an emergency response but they also ensure businesses and public buildings are safe from fire and other emergencies and give advice and help to residents to prevent fire in their homes.

Safe and Well visits are made by our Fire and Rescue staff to people's homes, to help prevent incidents and accidents before they happen. This can include checking smoke alarms, but also provides a valuable personal contact for vulnerable residents to raise broader concerns about safeguarding. We link many of our services together through our Safe and Well Visits for example, not only do we check for fire safety and risk, but we also support people to avoid rogue traders, avoid scams, avoid slips, trips and falls and identify where they may need additional help from our social care teams.

In addition, our Trading Standards activities help us to identify and protect residents against frauds, scams and rogue traders. We offer advice to businesses and individuals to protect themselves; increasingly advice is being provided against the threat of cyber-attacks, online scams and other risks from use of the internet. We aim to provide confidence and reassurance to all residents on issues including consumer product safety, the safe storage of hazardous items (from petrol to fireworks) and the integrity of the food chain. The benefits to businesses and individuals are both financial and in the form of peace of mind.

Our Adult Safeguarding Service exists to ensure vulnerable adults have their wishes considered in keeping them safe from harm, abuse or neglect. Alongside our prevention angle, we also investigate more serious concerns identified around safeguarding. We provide safeguarding information and advice to vulnerable people themselves and to providers to prevent harm, where possible. The use of advocates is promoted by the service to help people make informed choices about their outcomes. Where there is doubt about a person's ability to make a specific, time related safeguarding decision a mental capacity assessment takes place to help them do so.

We work with partners to make arrangements to ensure that all our functions are discharged with a view to safeguarding and promoting the welfare of children. In particular, we ensure that there are clear and effective arrangements to protect children and young people from harm. We work with 33 other partner agencies and organisations through the 'Oxfordshire Safeguarding Children Board' (OSCB) to cooperate with one another on the safeguarding and welfare of children and young people. The role of the Oxfordshire Safeguarding Children Board (OSCB) is to scrutinise and monitor this process for individual organisations, and to ensure that local agencies co-operate and work well to achieve this. The Board covers communication, quality assurance, learning from serious case reviews, reviewing child deaths and ensuring sound safeguarding policies and procedures are in place.

Our highways activities also keep people safe by ensuring our roads are in a good state of repair and our streets are well lit. Our Trading Standards activity compliments this by working to combat HGVs exceeding weight limits.

In addition to the services we provide directly, we work with our local authority, police, NHS and probation service partners through the Oxfordshire Safer Communities Partnership to ensure we are identifying and responding to key local crime and disorder issues in a joined-up way, which contributes to overall community safety and resilience. The partnership was established over 20 years ago with the introduction of the Crime and Disorder Act after the Act made statutory authorities responsible in tackling crime and disorder issues which are identified as a local a priority.

Playing an active part in communities

We know that one way in which people can help their community thrive, and gain positive personal benefits to make them feel more engaged and alive, is to volunteer for local causes and activities. There is a strong culture of volunteering within Oxfordshire, and volunteers deliver many important services in the county and are an integral part of our library service now.

Over 4000 charities and community groups in the county work with volunteers, helping the delivery of local services and supporting thriving communities across Oxfordshire. We provide funding and support to Oxfordshire Volunteers, the new website making it easier to match good causes with people who wish to volunteer to help.

Over the past few years we have shifted our focus from being mainly a provider of services, to being an enabler, committed to creating the right environment for communities to be able to do things for themselves and take ownership of local priorities. For example, since May 2016 we have been talking with local communities, town and parish councils and the voluntary sector about developing community-led solutions for delivering open access children's services such as Stay and Play, and Bumps to Babes. Over £750,000 has now been allocated to community led organisations to continue open access children's services in local communities in 28 children's centres. This approach has yielded more than twice as much again in match funding from other organisations/grant funders and is credit to the management groups who have tenaciously campaigned, volunteered and supported the projects.

Another example of our work to encourage active communities is seen in Henley-on-Thames where the Town Council have been paying for and carrying out grass-verge cutting on behalf of the county council for eight years. The scheme has resulted in a higher quality and more frequent cuts that better meets the needs of the town. The benefits of working together are shown by the following comment from Henley Town Council: *"The days of criticising the county council and expecting them to deliver all the services because traditionally it's been their responsibility to do so, are a thing of the past. We must work together to provide excellent services for our residents"*.

We currently work to ensure that inclusion and involvement in the Council's democratic decision making is as straightforward as possible, to give people the greatest opportunity to take an active involvement in local politics. Our elected members are community leaders; they provide the link and representation of all local communities across the county, they also work at the local level in numerous community and voluntary organisations to improve local quality of life.

Councillors and officers work alongside residents and communities to design and improve services where we can. Our Councillors raise local issues through the Council's formal county-wide structures but we also have a locally-based forums for councillors to raise issues on their community's behalf. Local ways of working are something we are keen to and explore further because we think by working more closely with communities and our partners will give residents a better experience and deliver better outcomes for those we serve.

How will we achieve our vision?

To meet our commitment we will continue to deliver the services that support this. These include very visible services like Fire and Rescue Services, Public Health, Trading Standards and Road Safety and in all we do, we will work with our residents, community and voluntary sector partners.

We will work with our partners through the Oxfordshire Safer Communities Partnership to tackle negative street culture and its links to drugs and exploitation, tackling Organised Crime Groups, reduce violent crime, reduce anti-social behaviour and support the Government's Violence against Women and Girls Strategy by tackling domestic abuse and other interpersonal crimes.

By the spring of 2018, the council will develop a '*Working Locally Strategy*' which will identify the actions and changes that need to be made to deliver the community focus we need. It will set out how the council will engage, make decisions and deliver at the local level. It will draw together all the existing work of the council and our partners in building community capacity and resilience giving more local control and locally managed resources.

A full list of what we will do to achieve safe, healthy and active lives can be found in Annex A but this includes the following key activities:

- Develop a 'Working Locally Strategy' to identify how the council will engage, make decisions and deliver at the local level.
- As part of our Fire and Rescue Strategy, we will help more vulnerable children and adults to lead more secure and independent lives through our safe and well-being visits.
- Review our local safeguarding arrangements in the light of the Children and Social Work Act 2017 and new Working Together arrangements
- Ensure that services work together seamlessly to provide high quality and continuity of support for people, including at key points of transition such as from children's to adult's services or leaving hospital to return home.
- Ensure resources are focussed on providing safer walking and cycling facilities and we will update the council's Active & Healthy Travel Strategy (AHTS)
- Promote health and healthy lifestyles through our public health campaigns, including boosting cancer screening programmes and the 'Health Checks' programme which offer adults a full health 'MOT' and looks at many lifestyle factors such as obesity, physical activity smoking, blood cholesterol levels, diabetes, blood pressure and alcohol consumption.
- Fully implement the transformation of daytime opportunities, supporting the transition to new models of provision delivered both in-house and within the community including supporting individuals to identify different ways to meet their care and support needs effectively.
- Review our museum service to ensure it can reach as many people as possible now and in the future

How will we will know we're getting it right? [to be developed Dec/Jan]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of

indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies, such as the Health and Wellbeing Board, or other Fire and Rescue services in the Thames Valley, will be important in helping us to assess our performance.

The council's three Scrutiny committees will help ensure that the council's activities are correct and effective.

We provide services that enhance the quality of life in our communities and protect the local environment

Why is this important?

For communities to thrive; every person in the community needs to thrive and the environment in which communities live and work needs to thrive too. It is under this priority that almost all of our residents will come into contact with the council because everyone needs to use our roads, cycle ways or footpaths to move around; it is therefore really important we keep focusing on sustaining and improving those services which can impact on every person in Oxfordshire. However, some residents will need additional help and support from us to get the same life opportunities as everyone else and this priority provides that support.

Where will we be by the end of this Plan?

Oxfordshire will be the envy of England for its quality of life. Our rich rural and natural landscapes will provide the ideal backdrop to a connected county. Every resident will be connected to high quality digital services and our communities will move around with ease on our roads, footpaths and cycle routes; these connections will unlock the right growth in the right places. Our communities will have the spaces they need to bring people together and an environment that is protected for them and future generations through the use of innovation and next-generation technology.

Where are we now?

Enhancing the quality of life in our communities

We help to ensure that, wherever people live in the county, they have access to services that help to improve their quality of life.

For example, access to local library services greatly enhances people's quality of life because they have access to books and reading, the internet and computers, language and music resources and they are a place where family history can be found and carers support groups meet. Our commitment to library services in the county remains strong, and in recent years we have transformed our service delivery to place it on a sustainable footing in the context of decreased core funding. As a result of our continued support to community libraries, and with strong support and

involvement by people in local communities, Oxfordshire still has a full library network which meets the needs of the places and people they serve.

We promote active travel which helps get people making more journeys through walking and cycling whenever possible. And by our increasing use of digital channels which enable remote access to our services and reduce the need for extensive travel. We support the activities of the Oxfordshire Sports and Physical Activity Partnership, which provides sport and active recreation opportunities for Oxfordshire so that everyone can participate in sport and active recreation and reach their full potential.

We work with a wide range of partners including schools, district councils, businesses, health and care providers, the voluntary sector, housing developers and academic partners to support two 'Healthy New Town Programmes' in Bicester and Barton. These are place-based population-wide health prevention programmes that aim to ensure these places are ones where healthy behaviour is easy, fun, affordable and inclusive. They focus on the physical and built environment as a means of supporting the health and wellbeing of the local population.

Work led by our Fire and Rescue Service and local communities to develop community resilience and emergency response plans helps to ensure that people in Oxfordshire are ready should we be affected by natural hazards, extreme weather, extensive disease outbreaks or terrorist attacks. This also helps create a sense of community and community cohesion which brings other benefits in everyday life.

We provide a range of support to the county's schools and educational settings, which play such a critical role in the quality of community life. Whether through advice on school admissions, provision of local transport to school, Special Educational Need and disability (SEND) provisions or peripatetic music services, we help children and their families to thrive in their communities during the vital school years.

Protecting the local environment

We are one of the highest performing local authority areas in England for recycling and waste management with recycling rates of 58%. This saves taxpayers money as it is cheaper to dispose of recycled household waste than the waste in residual bins. We provide a number of waste reduction services to reduce the amount of waste we have to recycle to begin with.

We created, and fund the Community Action Groups (CAG) network. The CAGS coordinators provide capacity building support for any community group in Oxfordshire working on non-political environmental matters and help them develop, become effective in their communities, be sustainable. This not only helps protect the environment but helps support people to be active in their communities.

We have a lead role in protecting the local environment and we seek to support and improve the 'natural capital' available to our residents; this means we host projects that provide direct environmental benefits to residents, we ensure that housing and infrastructure development considers biodiversity and we focus on how the

environment can provide benefits to Oxfordshire residents for example; we manage rights of way to ensure people can access the countryside.

With our partners, we have secured funding for environmental technology projects. These include;

- **Connected and Autonomous vehicles.** Led by Oxbotica, Oxfordshire County Council is a key member of the DRIVEN consortium which has recently been awarded £8.6 million by Innovate UK to see a fleet (6) of fully autonomous vehicles being deployed in urban areas and on motorways, culminating in an end-to-end journey from London to Oxford - Woodstock Road and Botley Road. Vehicles will be operating at Level 4 autonomy; meaning they have the capability of performing all safety-critical driving functions and monitoring roadway conditions for an entire trip, with zero-passenger occupancy.
- **Oxfordshire Zip2 Journey planner.** Zipabout (a local data science and transport consultancy) are developing the new Oxfordshire County Council web based Journey Planner and transport app. The app “understands” the transport network in Oxfordshire and how each individual user of the app moves around the locality. It integrates the UK transport network covering every train, bus and major road network and provides real-time information to give a predictive plan for users to get better travel information and also to help us in transport planning and policy. The app has now moved out of the testing phase and will soon be promoted to users of the Cotswold train line. Zipabout are also trailing an integration of ‘Dockless bikes’ to help promote green travel solutions.
- **DIMES** is Oxfordshire County Council’s first project to explore the opportunities of Hydrogen as an energy source. The Innovate UK funded project investigates the feasibility of using a high-tech ‘Fuel Cell’ system to heat, electrically power and provide hydrogen transport fuel for new housing developments which helps reduce CO2 emissions and air pollution problems that a gas powered creates.
- **Go Ultra Low Oxford** is a funded project run by Oxfordshire County Council and Oxford City Council to trial electric car charging technologies on streets where off-street parking is unavailable. We are testing 6 different charging technologies to find the best options for residents who have to park on Oxford’s narrow streets. The benefits of this project are that it encourages innovative solutions to a very specific problem in Oxford giving more people the option of driving electric will help us to reduce air pollution in Oxford and meet our zero emission targets for the City.

We have some planning functions under our remit and make strategic planning decisions, such as the location of mineral and waste sites in the county. We have a strong role in development and maintenance of the built landscape; not least in our own buildings and land. We also work closely and strategically with our district council colleagues on housing need and planning policy.

We have a team that reviews and monitors developer travel plans when they are submitted as part of the development control process. This ensures we protect our

environment for now and the future by reviewing the plans to check they meet development criteria, monitoring existing plans for their implementation.

We support the work of the three Areas of Outstanding Natural beauty (AONBs) in Oxfordshire, and more broadly support environmental partnership working across the county. Where we are the lead planning authority we seek to ensure that there will be a net gain in biodiversity resulting from development. In delivering new infrastructure schemes, we work diligently to minimise their impact on the environment, such as considering local flora and fauna and mitigating to protect these as required.

We provide residents, businesses and other councils with specialist advice on environmental issues as part of our planning and operational activities. This can include planning application advice on health enabling environments or promotion of active travel to ensure that residents' quality of life will benefit from planned development.

We oversee a county-wide energy strategy which sets a pathway to a low carbon economy. This means we advocate reducing energy use (in buildings, businesses and transport), together with increasing use of local low carbon energy. The consequent reduction in harmful emissions improves local air quality. We work to ensure that we do not breach environmental legislation in our own day-to-day functioning. This includes the operation of our buildings and properties, and our vehicle fleet.

Through our Civil Enforcement service we seek to ensure parking is legal but to do so we seek to discourage car use whilst encouraging more bus and bicycle use, particularly in the city of Oxford. Our traffic control and network co-ordination services works to provide road users real time information about travel times and congestion and to manage traffic where possible, bringing obvious environmental and quality of life benefits.

Our Registration Service produces annual guides for parents of new babies, for couples looking to marry and for families in times of bereavement. These major life changes all potentially have impacts on both quality of life and local environment, and our service supports communities to navigate these changes with environmentally sensitive options such as green nappy solutions, green weddings and funeral options.

We are working with the Environment Agency, and other partners on a scheme to reduce flood risk to homes and businesses in Oxford, as well as to services and major transport routes into the city. The scheme will involve lowering parts of the floodplain and working on some of the existing rivers and streams that run through it to make more space for water and reduce flood risk to the city. Some areas will have new flood walls and embankments. The scheme will help protect the businesses, residents and visitors to Oxford.

We also work through the Oxfordshire Environment Partnership who coordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate

change, biodiversity and flooding including the monitoring of commitments and actions outlined via:

- Climate Local Commitments
- The Joint Municipal Waste Management Strategy
- The Flood Risk Management Strategy.

How will we achieve our vision?

To meet our commitment, we will continue to deliver the services that support this; including the very visible services like highways and libraries. We will also focus our efforts behind the scenes in services such as communications to maximise our impact on this priority. A full list of what we will do to provide services that enhance the quality of life in our communities and protect the environment can be found in Annex A but this includes the following key activities:

- Work with Community Action Groups (CAGS) to help them improve services. This approach, of supporting communities to develop effective volunteer networks, has worked to improve recycling rates and may be used in other areas such as community transport and libraries.
- Libraries #info to be added#
- Seek funding and invest in new infrastructure. We play a direct role in the planning of new transport links, ensuring that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage.
- Maintain and repair our highways infrastructure. We play a direct role in the day-to-day operations of the highway network, ensuring that environmental quality is maintained.
- Ensure our Travel Plan Team become self-financing to monitor developer Travel Plans.
- Support local communities to access high quality broadband services. #info to be added#
- We will work with our partners to improve the sustainable and affordable housing options for young people
- Work with partners to finalise the designing of the flood alleviation scheme and subject to approvals, commence construction in winter 2018.
- Work with partners through our Environment Partnership coordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding.

How will we will know we're getting it right? [to be developed Dec/Jan]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies, such as the Oxfordshire Environment Partnership, or major highways and infrastructure contractors, will be important in helping us to assess our performance.

The council's three Scrutiny committees will help ensure that the council's activities are correct and effective.

DRAFT

THEME: THRIVING PEOPLE

Why is this important?

It is individuals that collectively make up a community so thriving communities cannot happen without thriving people. We believe everyone deserves the best in life and it is important we do all we can to for every person in Oxfordshire to help them as individuals thrive. We recognise that some people will need more help than others and we are here to support vulnerable people when they need us; particularly children, young people, older people and those with a learning difficulty or disability.

We strive to give every child a good start in life and protect everyone from abuse and neglect

Why is this important?

We believe everyone deserves the best start in life and this requires children and young people to experience a safe and supportive home and school life. If we get it right in the early days, our children and young people will thrive and grow into thriving adults and age as thriving older people. To give everyone the same chances in life we need to give early support to those experiencing domestic abuse, mental health, drug and alcohol; making sure we work with communities, families and partners to keep people safe from abuse and neglect.

Where will we be by the end of this Plan?

We want Oxfordshire to be the best place in England for children and young people to grow up in, by working with every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential. We want to see every child succeeding at school. We want the families that need us to get the best available solutions, which not only respect them but empower them. We want all staff working with children and young people to feel confident in their capability to tackle even the most difficult family issues. We want all of our residents, regardless of their circumstances, to feel equally safe.

Where are we now?

Giving every child a good start in life

We work closely with the NHS to provide support for parenting right from the outset, ensuring a range of effective services are available for new-borns and new families. Our Public Health services tackle drug, alcohol and tobacco abuse help to provide a sound and healthy environment in which children can flourish.

We commission many services which support children and young people such as the Child and Adolescent Mental Health Service, that assesses and treat young people with emotional, behavioural or mental health difficulties, transition support for young

people moving out of care, sexual health services, adoption support, domestic abuse services, advocacy services and quality monitoring and safeguarding audits.

Our Registration Service produces a guide called 'The Oxfordshire Baby & Parenting Guide' which provides free advice, guidance and signposting for all new parents when registering the birth of their baby. This contains information relating to child health, parental health including mental health, information on babies with special needs, relationship guidance and advice on domestic abuse.

The council's Music Service provides a service for very young children to engage in musical activities (e.g. 'String Babies' and 'Recorder Babies'). We also provide free lessons and musical instrument hire for children and young people who are entitled to free school meals, and runs free group lessons and groups for children in deprived areas.

Our Legal Services team provides a comprehensive legal advice and advocacy service across the council, including assisting on matters relating to vulnerable children and safeguarding concerns. This includes all representation for care and adoption proceedings before the family court. The council's Coroner's Service works with the Child Death Overview Panel (CDOP) whenever a child death occurs. This combined work helps inform action needed to prevent similar deaths.

In 2016-17 we saw greater increased demand for children's social care compared to elsewhere in the country. Demand for children's services has been rising nationally over the last ten years and is up 124% with a corresponding 94% rise in the rate of children starting on child protection plans. At the same time costs are rising (up by 11% since 2012/13) and local government funding has been cut by 37% since 2012.

Locally, we have seen a 46% rise in social care assessments over the last 12 months and a 62% rise in the number of looked after children in the last four years. This increase in demand has all placed considerable pressure on many of our local services for children and young people, and prompted a thorough consideration of how we might better use our resources to help and provide support most effectively. Our new Children's Services Transformation Plan is beginning to bear fruit: for example; improving our early help offer and avoiding children entering the looked-after system.

The performance of our adoption services remains amongst the best in the country, with more looked-after children adopted, and in a more timely fashion, than elsewhere. We have been working with over 1500 troubled families in the county to help turn their lives around. We work with partners in the 'Adopt Thames Valley' partnership (led by Oxfordshire County Council and covering seven Local Authorities and two voluntary adoption agencies) to ensure we can deliver better outcomes for children and adopters in the area.

We work with partners to improve the wellbeing of children and young people, and to reduce inequalities between them. Our efforts have seen a rise in the proportion of children attending primary and secondary schools judged as good or outstanding, and we have seen Oxfordshire pupils continue to perform above the national average at Key Stage 4.

The council commissions Public Health services for people aged 0-19. This can be summarised as follows:

<p>Five mandated health reviews (age 0-5)</p> <ul style="list-style-type: none"> • Antenatal Review • New Birth Visit • 6-8 week review • 1 year review • 2 year review 	<p>Six high impact areas</p> <ul style="list-style-type: none"> • Transition to parenthood • Maternal Mental Health • Breastfeeding • Healthy weight & being active • Managing minor illness and reducing accidents • Health & Wellbeing development and ready for school
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We provide intensive support for first time mothers aged 19 years and under, and a dedicated 5-19 service through School and College Nursing, covering:

- Team of nurses for primary schools and special schools
- Nurses based in secondary schools
- Nurses based in colleges of Further Education

Other public health services which help to ensure that children can have the best start in life include our participation in the National Child Measurement Programme, from which children identified as being underweight, overweight or obese are provided with information and support. In response to concerns from schools and health professionals about the growing burden of self-harm in Oxfordshire, we have supported the production of a play by Pegasus Theatre called ‘Under My Skin’, which received very positive feedback, achieved finalist status in the mental wellbeing category at the Royal Society for Public Health Awards and has been recommissioned for tours each year since.

Protection from abuse and neglect

We strive to ensure that everyone in the county is kept safe from abuse and neglect. This means the whole population, but also with particular care for children and adults who are vulnerable in some way.

Our ambition for high rates of school attendance is a priority for us as attendance provides an indicator that a child’s life is likely to be stable. Attendance at school also helps us and our partners to identify and act on signs of abuse or neglect, enabling us to intervene early-on when appropriate.

Our Education Sufficiency and Access team meet our duty to ensure sufficient school places, working years ahead of school admission rounds to make sure that places are available at the right time. With well over 90% of primary children being allocated their first preference school in 2016-17 we are proud that we ensure the vast majority of our families are educated in their communities, and are part of the hub of a safe, responsible community that is the school.

We work with schools and young people in a number of ways to increase the likelihood of their safety, protection and resilience. For example, our Fire & Rescue Service offers a Schools Education Programme focusing on child safety from a broad range of risks and threats and our Phoenix Programme looks to support children in education who are on the margins of temporary or permanent exclusion. The programme develops teamwork, practical skills and pride, and schools report improved behaviour as a result of attending the programme.

The transition from being a young person to becoming an adult is a priority area of our attention. We work with long-term teams and education services to ensure that young people moving from childhood to adulthood do not 'fall through the net' because they are no longer eligible for children's services or choose not to engage with services. We support young people and their families to know what options and support are available to them and to help make informed decisions.

For adults, our safeguarding activities are both broad and successful, though there is always more we can do. The October 2017 Adult Social Care Outcomes Framework report shows that we are performing better than most local authorities and recognises that we are trying to improve even further in this area. We think safeguarding is every one's responsibility but we have a multi-agency Safeguarding Adults Board that sets the agenda for providers, partners and people to ensure that people know what to do to keep people safe and who to report to, if they feel a vulnerable person is at risk,

Our Oxfordshire safeguarding adults service safeguard older and disabled people who have care needs, are experiencing or at risk of abuse or neglect and are unable to protect themselves because of those needs. We work in collaboration with individuals and their families to listen to concerns and intervene when necessary. Our Safe and Well visits; undertaken by our Fire & Rescue Service, offer an additional means of helping vulnerable people to identify their needs and understand options for support. In these ways, we seek to minimise and reduce the risk to vulnerable people.

Safeguarding work is also carried out through our Safer Communities Partnership who exist to help safeguard vulnerable adults, children and young people, including working with vulnerable adults.

We help to protect all adults, but particularly vulnerable ones, against scams and exploitation. Our Friends Against Scams initiative works with a range of partner organisations, local employers, financial institutions, community groups and social clubs to encourage the cascading of preventative and supportive activity to so that people are aware of the risks and what to do about them. This work will be complemented by our participation in Thames Valley Police's work to implement 'The Banking Protocol', a scheme designed to improve the referral process from financial institutions, to enforcement agencies, when they have a concern about an account holder being scammed.

Our Safeguarding Adults Board focuses on the transition of young people with disabilities from childhood to adulthood. Our Safeguarding Adults Service works to ensure young people moving from childhood to adulthood do not fall through the net

because they are no longer eligible for services or choose not to engage with services. Interagency cooperation and communication is essential for ensuring that young people and their families are supported through this transition and they know what options and support are available to them early enough to make an informed decision. We 'Make Safeguarding Personal' by always listening to the views of the young person at risk to promote their wellbeing so they can live independently and free from harm.

How will we achieve our vision?

To meet our commitment to give every child a good start in life and protect everyone from abuse and neglect we will work with others to deliver services from before babies are born and throughout their lives. We will focus on:

1. Increasing school attendance – *leading to improved attainment*
2. Helping early – *most effective, least intrusive, solutions to problems*
3. Safely reducing the number of looked after children - *providing support to enable families to care*
4. Improving the confidence and capability of the whole workforce - *to work effectively with families experiencing domestic abuse, parental mental health and drugs and alcohol issues*

We will also work in partnership through our Children's Trust, to focus on giving children a healthy start in life and stay healthy into adulthood, narrowing the gap for our most disadvantaged and vulnerable groups, keeping children and young people safe and raising achievement for all children and young people.

A full list of activities to we will pursue can be found in Annex A, which include the following key activities:

- Work with partners to improve the health and educational outcomes of everyone from birth onwards, for example through health visitor and school nurses through our new school nurse programme.
- Together with the Oxfordshire Care Leavers Association we will develop our new core offer for Care Leavers that meets the challenges of the Government's 'Keep On Caring' policy'.
- Focus on increasing school attendance leading to improved attainment levels, and reduce the number of exclusions – with a particular emphasis on improving attendance, aspirations and outcomes for children with special educational needs and disabilities, attending special schools and those eligible for free school meals.
- Develop a partnership approach with schools and other partners to improving health and educational outcomes for all young people, working through the Strategic Schools Partnership Board and the sector-led approach to school improvement through the Oxfordshire Teaching Schools Alliance
- Focus on reducing cases of neglect, including ensuring professionals have appropriate toolkits to help them identify whether a child is being neglected and that appropriate action is being taken.
- To increase safeguarding training on interagency working around domestic abuse including more case coordination with the multi-agency risk assessment conference (MARAC).

- Reduce the impact of risky behaviours among adolescents, including substance misuse, bullying, domestic violence and abuse within teenage relationships, working with partners across the Children's Trust and Oxfordshire Safeguarding Children's Board.
- The continued joined up safeguarding board development aims to link adult and children's themes together. Priority for the coming year include domestic violence and self-neglect

How will we will know we're getting it right? [to be developed Dec/Jan]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance. Inspections by Ofsted will indicate the quality of our local educational provision, and our Education Scrutiny Committee can provide an effective challenge and performance assessment role. Health bodies such as Public Health England and local NHS Trusts will continue to play a role in this priority.

Multi-agency performance measurement will be needed given the connected nature of the business. Existing mechanisms for assessing our performance are robust but can be reviewed to consider further strengthening.

We enable older and disabled people to live independently and care for those in the greatest need

Why is this important?

Just as everyone deserves the best start in life, we believe everyone deserves the best opportunities to thrive in their adult and older life. We think it is important to support and help those who need a hand and this means working with and for older people, those with mental health issues, those with physical and sensory impairments and those with disabilities to give them the support they need. We recognise that families and carers provide essential care to their loved ones, we also know this places demands on people, who in turn need our support. It is particularly important we are there in situations where people do not have family, carer or community support or the means to fund their care.

Where will we be by the end of this Plan?

We will maximise the independence of everyone in Oxfordshire. Our residents will be living as independently, safely and successfully as possible, for as long as possible. Where people need support, we will give them the best experience of care services in the country to support them; in the right place, at the right time. These services will centre around the individual and their family or carers, working with the inherent strengths of people, families, groups and organisations. All users of our service will be highly satisfied. They will value how the services they receive join up seamlessly because we will have used the collective expertise of our customers, families, health partners, key stakeholders and our staff to design, purchase and evaluate services. Our staff will have the latest in digital technology at their fingertips to allow them to focus on the personal touch in providing care.

Where are we now?

Keeping people well

We are seeing demand for our services for older and disabled people grow. There has been an increase in the number and proportion of long term social care clients who are supported at home: from 58% of clients in 2012 to 71% in 2016. The greatest increase has been in the number of older social care clients supported at home. The increase is in part due to an aging population and people living longer with long term health conditions that limit their daily activities. It is also due in part to carers of disabled people aging and no longer being able to care for loved ones in ways they previously have. Working with a range of partners, individuals, and their families and carers, we provide services which help people to understand their needs, and to decide how we can best help to meet those needs.

We do all we can to keep people well and prevent them from needing services in the first place. We want to keep people well and help them to live at home and remain active in their local communities for as long as possible, and avoid, reduce and delay the need for more complex care or admission to hospital or care home. We

encourage people to take a lead in their own care needs whenever appropriate; for example we promote the Livewell website and make use of Community Information Networks as starting points for information and advice. Our Museum and History Services provide a service to older people in their communities to encourage active participation and sharing in order to promote their social wellbeing. Our museums also provide opportunities for groups of older people to volunteer in their communities to help protect local heritage.

Our Public Health team works in partnership with others across the county to help people to help themselves. This includes working with partnerships, networks and charities. For example, we partner the Affordable Warmth Network to work towards reducing fuel poverty, tackle excess Winter deaths and other cold-related health conditions, especially those associated with housing issues or a resident's personal situation. Similarly our Benefits in Practice advice (delivered in GP practices in areas of deprivation) on grant funding enables vulnerable people to understand their entitlement to benefits and make appropriate claims.

Our "Making Every Contact Count" activity is an umbrella term for front line staff providing brief advice on behaviour change which enables people to stay well into older age and therefore to live independently. This includes, for example, NHS Health Checks, help with smoking cessation and alcohol advice training. Our activities are targeted to coincide with national health and wellbeing campaigns – such as Stoptober (smoking), Dry January (alcohol) and Keep Warm Keep Well – to maximise the impact of what we are doing. We also support countywide flu immunisations and screening programmes targeted at elderly and/or vulnerable people.

Social care services

Many people have or develop needs for care and support. These needs can include help with activities of daily living, personal care such as going to the toilet, help with bathing and eating and in some circumstances, help with occupation and activities during the day (for example for younger adults who may require access to training and employment). The services we provide may be delivered in a person's home, in a care home or other residential setting, and are all designed to support people to live successful, independent lives for as long as possible.

We are increasingly using "co-production" as a method for designing such services, to ensure that we are tailoring our help accordingly to individual circumstances. Based on the principle of "Nothing about me without me" co-production means that we work together with people who need our support to ensure that we each understand how best to help meet people's needs. All of this work is aimed at improving our customer experience of Adult Social Care, which is one quarter of the vision for these services. The following diagram illustrates the vision:



A core part of the picture above is about managing the demographic pressure we have identified that exists now and into the future. We need to make our funding meet the demand. Access to social care support is normally through a professional assessment of need, guided by nationally set eligibility criteria. People who meet the criteria for social care are financially assessed to see how much they should pay. A significant proportion of older people in Oxfordshire fund their own care and everyone in a care home currently makes a contribution towards the cost of their care, with people deemed able to contribute more, paying for all of their care costs irrespective of how that is provided.

Provider quality and sustainability

We need to ensure we provide care that is of good quality and is sustainable. This is especially important when we need to provide a range of services in a range of settings. Care needs to be the right care, in the right place, at the right time. There is a focus on quality, contract management and encouraging consumer feedback. There are challenges in ensuring provider quality and sustainability, primarily due to the competition for workforce from the private sector and relatively high cost of living

in Oxfordshire. Through utilising the latest tools/methods we are working on providing a range of services that meet the outcomes for residents of Oxfordshire County Council.

A key part of good quality services is that people are safe in their care settings. Our safeguarding service promotes safe practice in the domiciliary, residential and nursing sector.

Collaboration and partnerships

We work with many partners to deliver care to our residents because at the heart of social work is the use of network around the person requiring the support. By focusing on the assets of the person and the community of support, social workers we seek to maximise the independence for people. It is therefore a key focus that we collaborate and work in partnership with individuals, families, communities as well as NHS commissioners and providers.

One of the main concerns from people needing care is that the different groups of care professionals don't talk to each other and there are too many "handoffs or handovers". We are therefore focusing on improving our collaboration with health colleagues to improve people's experience and outcomes. There will be new skills and capabilities expected of both internal and external workforce to make this happen.

Our relationship with Health partners is critical to improving the experience of care services for people. However, over 90% of social care locally is delivered by third parties via a contract with the council so we are focusing on existing and new partnerships to drive a greater proportion of the service delivery into the third sector; particularly in preventative support.

We are working with partners to introduce smart parking for those with blue badges to help those with limited mobility access facilities and services. The project (known as CASPAR) is looking at providing real-time information regarding the availability of blue badge parking spaces in Oxford. There are around 35,000 blue badge holders within 45 minutes' drive of Oxford with just 100 dedicated blue badge parking spaces. The project has been awarded £240,000 and most of the in-ground sensors have now been installed that will provide the information on vacant and full parking spaces.

As part of another project, we are working with partners to develop mobility innovation within our communities. The 'Cities 4 People' project has drawn in €4m of EU funding for innovation and is focusing on neighbourhoods of eastern Oxford of Barton and Blackbird Leys. This is a three year project with solutions and parameters that are flexible which means we can work with the rapidly changing technology and landscape of the area.

We are working with our district council colleagues to increase Extra Care Housing, which enables people to live independently with varying levels of care and support on site.

How will we achieve our vision?

To meet our commitment to enable older and disabled people to live independently, we will care for those in greatest need. We are in the process of rolling out the vision for Adult Social Care shown above and the full list of activities we will pursue can be found in Annex A, but they include the following key activities:

- Adult Social Care is reviewing its 'Responsible Localities' model and team structure. This intention of this project is to identify how we can better meet the needs of those in greatest need.
- Introduce a new community support services model to allow people to access a broader range of services in their local community. This will be shaped in partnership with people that use our services.
- Tackle scams and door step crime by raising awareness of how to prevent them, providing advice to residents and taking enforcement action against offenders.
- Improve links and partnership working with other organisations (especially health and voluntary organisations) to help identify adults at risk and those in rural settings which need our services.
- Expand the offer of Direct Payments to allow more people to choose how their care is provided and by who.
- We will review services for residents making contact with Adult Social Care. We plan to introduce self-help and self-assessment tools on our web portal "Live Well".

How will we will know we're getting it right? [to be developed Dec/Jan]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance. For example, the Care Quality Commission will continue to inspect and assess our adult care provisions and services. NHS Digital publishes annual findings from the Adult Social Care Outcomes Framework (ASCOF) in England which measures how well care and support services achieve the outcomes that matter most to people.

In keeping with our residents' focus, such external assessments are most valuable when viewed alongside existing residents' survey-based measures of satisfaction, such as those for people who access our care services and people who act as carers.

Our Performance Scrutiny Committee will provide an effective challenge and performance assessment role for this priority.

Multi-agency performance measurement will be needed given the connected nature of the business. Existing mechanisms for assessing our performance are robust but can be reviewed to consider further strengthening.

DRAFT

THEME: THRIVING ECONOMY

Why is this important?

Oxfordshire's economy is doing well, with the county's economy as a whole generating output to the value of £21.9bn per year from 400,000 jobs and a total of over 30,000 businesses. A thriving economy gives everyone in Oxfordshire more opportunities; it creates the jobs, the housing and the infrastructure that help people individually and communities collectively thrive. We recognise our success but are not complacent about it, we need to ensure we have an economy that is strong and prosperous, to continue creating opportunities now and for future generations.

We support a thriving local economy by improving transport links to create jobs and homes for the future

Why is this important?

We need to make sure that our houses, roads and jobs are invested in so that future generations also enjoy thriving people and thriving communities. We know that Oxfordshire's economy is strong but we need the success to continue. We need to maximise the capacity of our infrastructure and deliver new homes so our county prospers and realises its full potential.

Travel is a vital lifeblood for thriving communities, for business and for pleasure; Oxfordshire's connectivity is one of the factors making its economy a success now, but growing population and economic activity means we need to ensure we can keep our county moving. In addition, new homes are vital to meet the demands of our existing and future population, keep local house prices at reasonable levels and offer homes to those who are vulnerable or unable to afford homes in our county.

Where will we be by the end of this Plan

Oxfordshire will be a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence. By 2030, Oxfordshire will be a place where ambitious businesses and people thrive, where young people choose to build their careers and contribute to the vibrancy of Oxfordshire's communities. Growth will be sustainable, inclusive and recognised as world-leading for its enterprise, research and innovation.

Where are we now?

Oxfordshire has strong economic performance; we have low unemployment, high productivity and employment opportunities continue to grow, along with the numbers of businesses and homes in the county. We are doing all we can to support our recent growth and to ensure this success can be sustained; we even use our own

recruitment processes to provide skills and development opportunities. For example, we use Apprentice Paralegals in our Legal Service Team, which is something usually seen in the private sector and is unusual in Local Authorities. As a large local employer, we always look to use our own economic influence to further a thriving economy and work with partners to do the same.

Oxfordshire Growth Board

We work in partnership through the Growth Board which is a joint committee of the six councils of Oxfordshire together with key strategic partners. It has been set up to facilitate and enable joint working on economic development, strategic planning and growth. It does this by overseeing the delivery of projects that the councils of Oxfordshire are seeking to deliver collaboratively in the fields of economic development and strategic planning. It also oversees all the projects agreed in the City Deal and Local Growth Deals that fall to the councils, working collaboratively, to deliver and has an overall responsibility to manage these programmes of work alongside the Oxfordshire Local Enterprise Partnership (OxLEP). Finally, it also exists to advise on matters of collective interest, seek agreement on local priorities and influence relevant local, regional and national bodies.

The Growth Deal

In November 2017, the Growth Board secured £215m of Government investment for new homes and infrastructure across Oxfordshire. The Oxfordshire 'Housing and Growth Deal', will provide £60m for affordable housing and £150m for infrastructure improvements, including road and rail. It will support the ambition of building 100,000 new homes across Oxfordshire between 2011 and 2031 to address the county's severe housing shortage and expected economic growth. In reaching a proposed deal we have some very clearly stated priorities. We need to:

- Secure the critical investment in physical and community infrastructure that residents and businesses want
- Ensure growth is sustainable and enhances quality of life
- Make sure the right types of housing are built and in the right locations.
- Keep a firm focus on productivity and skills - we want economic growth through being better and smarter, not just more of the same.
- Take a long term strategic view so that individuals, communities, businesses and Government can engage in honest conversations and be confident about decisions taken.

The Growth Deal bid was informed by two significant pieces of work commissioned by the Growth Board. First; the Oxfordshire Strategic Housing Market Assessment (SHMA) which was published in 2014 to understand how many and the types of homes needed to 2031. Secondly, the Growth Board also commissioned the Oxfordshire Infrastructure Strategy (OxIS) to better understand the scale of the infrastructure challenges in Oxfordshire, the infrastructure required, and the likely costs and funding gaps, to support new homes and jobs.

Separately, the Growth Board has submitted bids to the Government's Housing Infrastructure Fund to support the following prioritised projects; the outcome of this bid is not yet known:

1. **Didcot Garden Town.** The bid would support the delivery of over 22,000 homes in Didcot, Culham, Harwell and Berinsfield. The bid would be for £171m for transport improvements including Didcot Science Bridge and A4130 Dualling, a new River Crossing at Culham and Clifton Hampden Bypass. Up to £70m of cycle and other sustainable transport improvements from the Garden Town Masterplan could be considered for inclusion in the bid plan.
2. **West Oxfordshire.** This bid would support the delivery of over 10,000 homes in Witney & Carterton, and around Eynsham. The bid would be for £135.4m for further upgrades to the strategic A40 transport corridor, building on existing schemes and based on the approved A40 Long Term Strategy including development of the Rapid Transit network and additional highway capacity on the corridor.
3. **North of Oxford.** This bid would support the delivery of 5,570 homes in Woodstock, Begbroke/Yarnton and Northern Gateway. The bid would be for £152m for transport infrastructure plus education requirements (as yet un-costed). The transport infrastructure includes development of Rapid Transit lines on an upgraded A44 and A4260 corridors, new Park & Ride and strategic cycle infrastructure.

Oxfordshire Local Enterprise Partnership

We work with our partners through the Oxfordshire Local Enterprise Partnership (OxLEP) help to achieve all of this. OxLEP is responsible for championing and developing the Oxfordshire economy and since 2011, it has made considerable progress in strengthening Oxfordshire's economy by establishing robust and effective relationships between businesses, academia and the public sector. The programmes we deliver through OxLEP are:

- **People** – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses;
- **Place** – ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth across the county;
- **Enterprise** – emphasising innovation-led growth;
- **Connectivity** – enabling people, goods and services to move more freely, connect more easily.

Connecting Oxfordshire

Connecting Oxfordshire, is our Local Transport Plan (LTP4) that sets out our policy and strategy for developing the transport system in Oxfordshire to 2031. We have developed it with input from Oxfordshire's district and city councils, its businesses,

MPs, stakeholder groups and through public consultation. It fits our highest level strategic aims that have been articulated by OxLEP and the Growth Board.

Connecting Oxfordshire has been developed with these over-arching transport goals:

- To support jobs and housing growth and economic vitality;
- To reduce transport emissions and meet our obligations to Government;
- To protect, and where possible enhance Oxfordshire's environment and improve quality of life; and
- To improve public health, air quality, safety and individual wellbeing

We work in partnership to consider the wider implications of local transport schemes and changes. The 'England's Economic Heartland Strategic Alliance' represents nine local Transport Authorities and four Local Enterprise Partnerships, covering the key growth area from London to Oxfordshire and Cambridgeshire, home to 3.45 million people and 175,000 businesses, providing over 1.6 million jobs. This works to provide strategic leadership across the area on the connectivity across it, including for example the delivery of East West Rail; both the western and central sections, road links between Oxford and Cambridge, support for the identification of a Major Road Network – a combination of Highways England's road network and the more significant roads owned and operated by Local Transport Authorities and investment in strategic local connectivity – investing in improved access within urban areas, the so called 'first mile/last mile'.

Sustainable local growth

We have been working with local partners to introduce innovation for sustainable local growth. The projects we have been involved in are:

- **Smart Oxford Playable City Competition.** We helped establish and judge this competition to produce an idea that puts people and play at the heart of the city of Oxford. The competition was designed to engage citizens with technology, data and the city that they live in. The winning entry was 'Star Light, Star Bright'; which will map the night sky onto the streets of Oxford via pressure sensitive lights embedded in the ground. We aim to "install/deploy" the winning solution later this in the spring 2018.
- **Mobility Oxford: MobOx.** We are a founding partner in MobOx; a Community Interest Company which looks at new transport technology solutions under real world conditions in a large scale 'living laboratory' with real customers. MobOx provides an opportunity to enable better integration and access to transport systems and therefore promote economic growth. As part of MobOx we fund a Brookes PhD student, who is focusing on data modelling. The student works closely with ourselves so that he gains experience in real world problems. He has been a major asset in terms of developing our thinking in how we utilise existing and new data sources.
- **Google Data Better Cities Project.** Under MobOx we were successful in becoming a Google "Better City" partner which has enabled us to gain data sets from Google on movement around Oxfordshire and via our PhD student and a partnership with the Oxford Internet Institute have gained insight into value of new mobile data sources such as Google – this provides insight into future requirements for modelling and network management

Our planning role helps to make sure that the right growth and development happens in the right places. We take a lead role in planning for the county's mineral working and waste management, monitoring the use of sites which have consent for managing minerals and waste and taking enforcement action against any breaches of that consent. We do not deal with planning applications for houses or commercial buildings (these are dealt with by District Councils) but we do negotiate with developers to secure funding for infrastructure made necessary by such developments, and we manage subsequent infrastructure funding agreements with developers. We also help to protect the county's historic environment through maintenance of the county's Historic Environment Register and provision of expert archaeological advice on planning applications and in response to pre-application enquiries from developers.

We work through the active and healthy travel group to support a full range of transport including cycling, walking and mixed modes utilising public transport. We also play a direct role in the planning of new transport links to ensure that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage.

We are also very active in planning for more efficient use of existing infrastructure. For example, we co-fund projects for the trialling of driverless cars, which will one day operate more efficiently (in terms of space and fuel) than current vehicles. We are open to testing and improving innovative approaches to traffic management which will help ensure that road congestion and air pollution are minimised.

Our County Energy Strategy identifies energy infrastructure needs to support growth, innovation and new technologies, including reducing carbon emissions from power usage and transport networks.

Our buildings and other sites play a pivotal role in shaping the communities we live and work in. Our property will play significant role in assisting change through providing the necessary capacity for growth, unlocking investment opportunities. Our property gives us the opportunity to develop an effective network of community 'hubs' which provide public services in one place and therefore reduce the need for people to travel to access a range of services.

We attract inward investment in many ways, some less obvious than others. For example we attract couples and their guests for weddings and civil ceremonies from around the UK into Oxfordshire, bringing in valuable business to the local economy. The Registration Services brochure 'Oxfordshire *the Place to Marry*' helps promotes weddings to a wider audience.

How will we achieve our vision?

We deliver planning, highways and transport which are all very visible services that support a thriving economy. We will continue to work with our partners to secure and deliver infrastructure and homes. Following outline agreement of £215 million in

Oxfordshire over the next five years, we will join forces with partners on the Growth Board and OxLEP to develop an implementation plan for spending the money in the Growth Deal. This will include:

- A clear delivery profile setting out the number of homes to be built across each year
- The location of housing and employment sites to be delivered, as a result of money delivered by the deal
- The types and tenure of homes that will be built
- The locations and type of infrastructure which will be invested in
- A spending profile for the investment provided to Oxfordshire by Government
- A monitoring and evaluation strategy for the deal
- A clear plan for maximising local and new private investment into Oxfordshire
- Timescales and payment profile for funding provided against the deal
- Further detail on any flexibilities or freedoms granted, which may be subject to consultation where appropriate

We will also be working on implementing Connecting Oxfordshire, which outlines how we work with partners to introduce enhancements to road capacity on strategic roads suffering from congestion and delays. For example, working with Highways England to implement schemes to improve key junctions and traffic management on the A34, which will support Oxfordshire's 'Knowledge Spine' – from Bicester in the north through Oxford to Science Vale in the south; as the main location for housing and employment growth. The early years of this plan will see work on the Oxford to Cambridge expressway proposals.

A full list of activities to we will pursue can be found in Annex A, which include the following key activities:

- Produce a plan for housing growth to secure the £215 million investment announced in the budget.
- Continue to work with local partners, particularly the Local Enterprise Partnership, local universities and district councils in Oxfordshire to make a strong case to government for funding of key infrastructure and services in Oxfordshire
- Set up a Cabinet Advisory Group on Transport, with an initial focus on the Oxford to Cambridge Expressway.
- Set up a joint 'Spatial Plan Delivery Team' with our District Council colleagues. This will produce the spatial plan joining up planning for jobs, homes and transport for Oxfordshire as a whole.
- Ensuring that new developments are underpinned by infrastructure that supports future residents' health and well-being, including but not limited to green spaces and active travel opportunities (e.g. through the Healthy Towns initiatives).
- Conduct Community Asset Reviews to support housing delivery and utilisation of assets within Oxfordshire. This is to help get capital receipts, achieve revenue savings, release land for housing development and employment, provide space for businesses and join up services for residents.

- Continue to develop approaches to workplace charging and congestion charging in order to balance the need for private transport with the challenges of congestion, air quality, and the need for high quality public transport and active travel options.
- Planning ahead for the challenge of recruiting to vital roles, in particular in social care jobs, in the context of a fast-growing economy, a rise in the number of private sector jobs available locally, and a reduction in the working age population as a proportion of the total population.
- Understand the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.
- Take forward reform of how the county council manages its own assets - getting the best value from our land and buildings, maximising the efficiency of what we hold for our own use, and considering the merits of development or disposal for our other assets, including the potential to provide additional homes on OCC land.

How will we will know we're getting it right? [to be developed Dec/Jan]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be stand-alone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance. For example, the role and performance of OxLEP and the Growth board.

We will want to consider which indicators of the county's economic performance best serve to indicate the council's support for and contribution to that performance. Areas where the council makes direct intervention, such as provision of funding, may be more readily assessed than areas where the council has helped to make the conditions in which economic growth can happen. Indicators and other information collated in the Joint Strategic Needs Assessment (JSNA) should be considered in this respect.

Our Performance Scrutiny Committee will provide an effective challenge and performance assessment role for this priority.

Multi-agency performance measurement will be needed given the connected nature of the business. Existing mechanisms for assessing our performance are robust but can be reviewed to consider further strengthening.

HOW WE WORK TO DELIVER THRIVING COMMUNITIES

The county council is rapidly changing to ensure we deliver the best outcomes for Oxfordshire's communities and residents. This section sets out **how** we work as an organisation as we strive for thriving communities in Oxfordshire. It describes how we:

- Ensure that **decision making** is sound, that our county's policy and services do the best possible for residents whilst meeting legislative requirements, and that our Councillors are given the information and tools they need to make informed decisions.
- **Manage our resources** effectively so we have a sustainable financial position, that our services are appropriately funded.
- Work effectively together with our **partners** to deliver on our vision.
- Ensure we have a **skilled workforce**.
- Work towards the principles of **equality, diversity, fairness and inclusion** both in terms of our own workforce and with respect to the services we commission and deliver for local residents.
- Are delivering on our ambitious programme of change; **Fit for the Future** which will include a new operating framework.
- How we work to keep **informed of changes** affecting Oxfordshire.
- How we check our **governance and assurance** arrangements are correct to deliver the necessary standards and performance expected.

Decision making

Councils are complex organisations and our [Constitution](#) provides a handbook of the rules governing the council's business and sets out how the council works. It ensures that decisions are accountable and transparent. In Oxfordshire we currently have a Leader and Cabinet model of decision making with a separation between decision-making and scrutiny.

The full council has six scheduled public meetings a year. At these meetings the council, decides the Council Constitution, reviews the political management arrangements and how they work, appoints the Leader and members to the scrutiny and other committees. Council approves the budget, capital programme and policy framework, specific plans and strategies identified in the constitution. It also delegates powers to the council committees, debates issues raised by individual members and receives public petitions or addresses.

The Cabinet consists of nine elected councillors whose role it is to; recommend budget and policy framework to the council, leads the council, makes all the key decisions and commissions policy review from scrutiny committees.

Our scrutiny committees; of Education Scrutiny, Performance Scrutiny and the Joint Health Overview and Scrutiny Committee, then provide challenge to the decision making of the Council and Cabinet by reviewing issues before decisions are made, calls-in decisions after they are made, does policy development work for the cabinet and commissions its own scrutiny reviews. One of these committees; the Health

Overview and Scrutiny Committee is a joint committee with our district councillors and we work with partners through other constituted bodies such as the Health and Wellbeing Board and the Health Improvement Board. In addition; we have our own committees which cover specific functions not dealt with by the cabinet (such as audit, organisational matters, planning, pension fund arrangements and standards). They make decisions delegated to them by the council. Committees are made up of councillors (including cabinet members).

To ensure all of our decision making and governance accords with the law, our Legal and Governance Service advises and guides the Council to act lawfully and in accordance with its constitution.

Managing our resources

Oxfordshire's councils have a strong track record of managing reducing government funding and meeting demand pressures. However, in recent years, the funding decisions taken by national government, along with the need to address rising demand for social care services, has meant that across the country upper tier councils have faced a much greater financial squeeze than city and district councils.

We have made £330 million of savings over the last seven years. Approximately two-thirds of these savings have been used to meet the increasing cost of providing social care to children and adults through reinvestment in these services. These savings have been achieved by transforming the way the council operates, through new models of service delivery including increased community involvement and new approaches to partnership working. The number of county council staff has reduced by 35% over the past six years. County councillors have also had to make a number of very difficult decisions to reduce some front-line services, remodelling services to be affordable in the future and to ensure that the council's statutory responsibilities can be met.

In helping us manage our resources, our services are structured into three directorates; people (e.g children, adult services), communities (e.g. highways) and resources (e.g finance, HR, IT). We know that many issues do not fall simply into the 'people' or 'community' service areas and can only be effectively tackled by working across service areas. However, each service area must deliver a balanced budget in order that the overall council budget is balanced.

To balance the budget, each February the council formally approves a medium term financial plan for the next four years, including a detailed revenue budget for the financial year commencing that April according to each service area. It also includes for each of the three directorates, a summary of the budgeted income and any budget changes in the following three years. The medium term financial plan also illustrates the council's contribution to budgets, managed jointly with Oxfordshire Clinical Commissioning Group (OCCG), which is shown as part of the budgets for adult services. Finally, the council's capital programme is included and shows planned expenditure on new or improved school buildings and roads.

Our future budget levels continue to be constrained by ongoing reductions in government grant and restrictions on our ability to increase council tax levels. We

are developing a new strategy with a different approach to investment, including through more commercial development of our assets, working with district councils to encourage growth in the number of homes built (growth in the local taxbase) and supports sustainable economic growth (growth in business rates).

Working in partnership

The county council is well placed to take a leading role in shaping the future of Oxfordshire. We see our role not only as delivering a range of key services but also as having a leadership role bringing together organisations and business across the county to focus on the challenges and opportunities. This is clearly demonstrated by our work to secure £215 million funding from government for housing and infrastructure through the Growth Deal.

We work in partnership with residents and communities to develop solutions to issues on the principle that people themselves are often best placed to do this effectively and in creative ways. We regularly work in partnership with the other local authorities, public bodies, private organisations and the voluntary and community sector in the county, as well as over our boundary and do so both formally and informally. Some of the formalised arrangements we work through have been highlighted in the sections above but we work through the following partnerships and partner relationships:

Health - planning

- The Health and Wellbeing Board: a partnership between local government, the NHS and the people of Oxfordshire, designed to ensure joint working to improve the health and well-being of residents.
- The NHS Sustainability and Transformation Plan footprint, which is central to the long-term planning of health and care services, extends across Oxfordshire, Buckinghamshire and the western part of Berkshire.
 - The Joint Management Group for Pooled Budgets oversees shared budgets across health and social care supporting joint planning to deliver joined-up support and commissioning

Health - commissioning

- Oxfordshire Clinical Commissioning Group: responsible for commissioning health services across the county (with the exception of a very small number of GP areas around Thame that sit within one of the Buckinghamshire clinical commissioning group areas).
 - NHS England commissions specialist services, primary care, offender healthcare, and some services for the armed forces

Health - delivery

- Oxford University NHS Foundation Trust: responsible for providing maternity, acute and specialist hospital services, drawing patients from a large geography cutting across several county areas including Oxfordshire.
- Oxford Health NHS Foundation Trust: responsible for providing community hospitals, community health services and acute and community mental health services in Oxfordshire and beyond
- Southern Health NHS Foundation Trust: responsible for providing learning disability services, including community teams and assessment and treatment beds in Oxfordshire
 - Primary Care: Oxfordshire has more than 70 GP practices, responsible for providing primary care in local communities

Health – audit and scrutiny

- Healthwatch Oxfordshire: the independent champion for Oxfordshire residents seeking to shape and improve health and social care services across the county.
 - Oxfordshire Joint Health Overview and Scrutiny Committee: looks at health improvement and health services across organisational boundaries and is a required consultee for substantial changes to local NHS services. This is a joint committee of the county and all five district councils.

Emergency services

- Oxfordshire Fire and Rescue Service: the fire service is part of Oxfordshire County Council providing fire, rescue and community services including as first responders. Fire control services are provided by a partnership of Oxfordshire, Buckinghamshire and Royal Berkshire Fire and Rescue Services, who are responsible for emergency call handling and mobilisation of fire engines in response to incidents across the Thames valley area.
- Thames Valley Police: covering Oxfordshire, Buckinghamshire, Milton Keynes and Berkshire authorities
- South Central Ambulance NHS Foundation Trust: covering Oxfordshire, Buckinghamshire, Berkshire and Hampshire
- Thames Valley Resilience Forum: covers the Thames Valley Police area of Oxfordshire, Buckinghamshire, Milton Keynes and Berkshire and warns, informs and advises the public in the event of an emergency
- Emergency planning: conducted at the Oxfordshire level by Oxfordshire County Council

Economy and business infrastructure

- Oxfordshire Local Enterprise Partnership (OxLEP): a business-led partnership is responsible for championing and developing the Oxfordshire economy. OxLEP covers the geography of Oxfordshire in recognition of the functional economic geography for the county.
- South East Midlands Local Enterprise partnership (SEMLEP): SEMLEP covers parts of Bedfordshire, Milton Keynes, Northamptonshire and the Cherwell area of Oxfordshire (overlapping with OxLEP).
- England's Economic Heartland Strategic Alliance: a partnership of nine local Transport Authorities and four Local Enterprise Partnerships, covering the key growth area from London to Oxfordshire and Cambridgeshire, home to 3.45 million people and 175,000 businesses, providing over 1.6 million jobs.

Skills

- Oxfordshire Skills Board: part of OxLEP, brings together a wide range of partners to achieve improvements in the skills available to Oxfordshire's employers and the learning opportunities available
- There are two main post-16 providers in Oxfordshire - Abingdon and Witney College and Activate Learning

Schools

- Oxfordshire County Council as the Local Education Authority is currently* directly responsible for 3 secondary schools, 145 primary, 2 infant and 1 junior school. There are 9 maintained special schools and 7 maintained stand-alone nursery schools.
- 31 secondary schools are now academies, as well as: 85 primaries and five special schools.
- Additional academies: 3 Free schools (one 4-18, two 4-11), 2 Studio Schools (14-19), 1 University Technical College (14-19), 2 new primary academies (3-11, LA presumption academy), 1 special academy, 1 new secondary academy (11-16 LA presumption academy).
- Schools Partnership - Oxfordshire's maintained and academy schools work together with the county council through a formal partnership arrangement.

**All figures correct at Dec 1st 2017*

University sector

- Oxford University
- Oxford Brookes University
- The Defence Academy of the United Kingdom at Shrivenham

Voluntary and community sector

- Oxfordshire Community & Voluntary Action (OCVA): established in 1933, OCVA is the umbrella organisation for Oxfordshire's voluntary and community sector. It provides advice, information and training, acting as advocates and representatives, and building partnerships.
- Oxfordshire Community Foundation: promotes charitable giving in Oxfordshire and connects donors to local causes, supporting community giving and local charities.
- Community First Oxfordshire: formally known as Oxfordshire Rural Communities Council, focused on helping communities across the county to help themselves.
- Oxfordshire Association of Local Councils (OALC) is the membership organisation representing the needs of parishes and town councils across Oxfordshire.

Strategic partnerships

- Oxfordshire Health and Wellbeing Board
- Oxfordshire Children's Trust
- Oxfordshire Community Safety Partnership
- Oxfordshire Safeguarding Children Board and Oxfordshire Safeguarding Adults Board
- Oxfordshire Growth Board (a statutory joint-committee of Oxfordshire's councils established to facilitate joint working on economic development, strategic planning and growth) Operational partnerships

Oxfordshire's councils work well and closely together and have sought to establish effective partnerships and align priorities in the best interests of residents and business. Many operational district / county services work in strong partnership every day, seeking to deliver good services.

There are also many cross-boundary operational partnerships that work beyond Oxfordshire boundaries - for example the Adopt Thames Valley partnership (led by Oxfordshire County Council and covering seven Local Authorities and two voluntary adoption agencies).

We will look to expand and build on the strong partnerships we have with local communities and town and parish councils through a *Working Locally Strategy* which will identify actions to engage, make decisions and deliver at the local level. This strategy will mean enabling others as much as taking actions ourselves. It will include a new conversation with our valued partners in the community and voluntary sectors, working more effectively with other statutory organisations at the local level and further enhancing our relationships with colleagues at the district and town/parish levels of local government.

Building a skilled workforce

The work of the council is life changing and to do the best for our residents our workforce must be skilled, flexible, knowledgeable and motivated. Our Workforce Strategy sets out how as an employer we will ensure we have the right people, working with the right skills, in the right place at the right time to effectively commission and deliver quality services for residents. Our ambitious transformation agenda to change the way we operate and provide services will impact greatly on our workforce over the next few years.

The principles of our workforce strategy are:

1. **A shared culture which drives high performance:** Staff feel proud to work for the council, understand their contribution to its priorities and work collaboratively to improve services.
2. **Oxfordshire County Council as an employer of choice:** The council is bold about its offer to employees enabling us to continue to attract, retain and motivate a high calibre workforce. Staff are positive advocates of the council.
3. **Making the most of our talent:** All staff are empowered to perform at their best, there is a commitment to learning, and skills are used flexibly across the council according to our priorities.
4. **Supporting a healthy and flexible workforce:** The council purposefully uses a wide range of strategies to create a workforce which is well and able to adapt to meet our priorities.
5. **Consistent and strategic workforce planning:** To be prepared for the future and resilient to change by creating an adaptable workforce aligned to the needs of Oxfordshire residents.

Some key actions to achieve our Workforce Strategy are:

- Improved employee and manager HR, payroll and recruitment self-service
- Development of employer brand and improved marketing of jobs and careers
- Senior management and leadership development aligned to the vision, values and corporate plan objectives
- Cost savings through improved resourcing and demand management for temporary staffing
- Align cultural change with transformation programme and Investors in People Improvement plan
- Review of total reward and benefits offered to attract and retain talent needed
- Improving use and take up of opportunities through the apprenticeship levy
- Improving workforce diversity and inclusion to attract more young people and those from Black and Minority Ethnic backgrounds
- Programme of work to support cultural change including improved joined up working

- Redesign and changes to the management of council organisational structure and establishment improving links between the management of posts and budget
- Review of all HR processes to achieve efficiencies and ensure effective use of manager and employee time

We not only focus on our own internal workforce, but that of our providers. Particularly our providers of Adult Social Care who have significant struggles in recruiting and retaining staff to provide services. This impacts not only on quality but sustainability of care for our residents so the work we do to aims to build effective partnerships and networks with public and private agencies, external contractors and providers to develop capability.

Fit for the Future Programme

The Fit for the Future programme is focussed on ensuring all our services are working together effectively, as well as with partners and communities to deliver better outcomes for the county. It is an ambitious programme that joins up activity across the council and is underpinned by a commitment to ensure we utilise our skills and knowledge in a combined way to support all areas of the programme and workforce development. This programme will deliver:

- Improved customer experience – anytime, anywhere, simple and easy access for residents and businesses.
- A One Council approach to service delivery.
- Going digital to ensure an integrated system approach which focuses on our customers.

As part of the Fit for the Future programme, we asked all of our staff to take part in an activity analysis by completing an online questionnaire. This gave us the opportunity to look at all of our activities, looking at where we spend our time and identify areas for improvement. We are now looking to further explore the areas identified to see where we can make changes to the ways we work and enable us to better deliver to achieve thriving communities through a new model of operating. We expect the results of this work to be developing throughout the first half of 2018 and changes to be implemented from the spring of 2018 onwards.

Equality, diversity, fairness and inclusion

This council is committed to the principles of equality, diversity, fairness and inclusion both in terms of our own workforce and with respect to the services we commission and deliver for local residents. We have recently refreshed and updated our Equalities Policy to set out how the council approaches this commitment with our workforce and with respect to the services we commission and deliver in order that we make Oxfordshire a fair and more equal place in which to live and work.

Our Equalities Policy which has recently been refreshed and will be subject to consultation and agreement demonstrates how we meet our responsibilities under the Public Sector Equality Duty and highlights areas of good practice. It identifies

areas for improvement and sets a series of Equality Objectives. As part of this work we gathered evidence of our current performance around equalities which helped us identify areas where we are performing well and where we have excellent practice. However, we also recognise that there are areas where we can do more to improve how effectively we meet the varying needs of local people, and the responsibilities under the Public Sector Equality Duty and have developed an Action Plan to take action to improve in certain areas. The key areas and objectives we will focus on are:

1. Knowing, understanding and involving our communities:

- Objective 1 – Introduce equality monitoring at the customer service centre and complaints teams to gain a better understanding of our customer base.
- Objective 2 – Introduce evaluation mechanisms across a wider range of services so we can better identify the views and needs of our communities.

2. Local, accessible and responsive services

- Objective 3 - Improve access to our public website and other digital services we provide to make sure all residents are able to access the information they need online.
- Objective 4 – Consider accessibility as part of our review of how make better use of our buildings and assets.
- Objective 5 – Improve the quality and timeliness of the data we hold and how effectively we use it to inform service planning and design that responds to the differing needs of people who share protected characteristics.

3. Promote a culture of fairness and inclusion in employment demonstrating our commitment towards greater equality in our workforce

- Objective 6 - Improve communications with our commissioned services about the equality duty, protected characteristics, and their role in supporting these Objectives.

Staying informed of changes affecting Oxfordshire

To ensure we stay informed and can engage in changes and developments that may affect Oxfordshire, we work proactively with national agencies and central. We seek to raise awareness of local issues, and to address them – through access to funding, other support and in true partnership working models as appropriate. Key issues for us in this area are:

- Understand the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.
- Understanding, lobbying and bidding for funding. This includes infrastructure and housing funding.
- The integration of health and social care, through initiatives such as ‘Accountable Care Systems’ and ‘Accountable Care Organisations’.

Governance and Assurance

There are several ways we will assure ourselves and get assurance on whether we are delivering in accordance with all the necessary standards and quality. These include:

- Having a **Corporate Governance Framework** which sets out the roles and responsibilities of key Officers, councillors and committees within the process of governing the council.
- Having an **Audit and Governance Committee** which approves and checks adherence to the Corporate Governance Assurance Framework
- Adoption of a **Local Code of Corporate Governance** which conforms to national (CIPFA/SOLACE) guidance. The Local Code sets out how the county council complies with good corporate governance and identifies key documents that demonstrate this.
- Publication of an **Annual Governance Statement**. This is necessary to meet the statutory requirement for authorities to prepare a statement of internal control which demonstrates accordance with "proper practices" (Accounts and Audit (England) Regulations 2011).
- **Scrutiny**. We have three scrutiny committees whose role it is to examine the county council's functions and performance, challenging the plans and decisions of the Cabinet and exploring the effectiveness of other public bodies in the locality. They question how key decisions have been made and take up issues of concern to the community.
- **Performance management**. We have a performance management process whereby we identify, monitor and manage a series of Key Performance Indicators that tell us whether we are on track with delivering what we have set out to. These are closely monitored in by our management teams and reported to our Performance Scrutiny Committee.
- **Regulators**. It was explained through the relevant sections but we have external regulators who monitor, challenge and inspect our performance on a regular basis to ensure we are delivering the best for our residents. Examples of these are the Care Quality Commission for Adults Social Care and Ofsted for Children's Social Care and our Schools.

ANNEX A: OUR DELIVERY PLAN

Priority: We will listen to residents so we can continuously improve our services and provide value for money.

#complete table with relevant portfolio holder#

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Listening to residents & service users			
1.	Understand residents' views of the council and key local issues. We will work in partnership with the people who use and access our services in helping to design, deliver and monitor their effectiveness.	Communications	
2.	Continue to focus our communication to residents about the council at the local level, by using social media. We will use these channels to improve our 'social listening' and provide feedback of resident views and expectations.	Communications	
3.	Digital review of communications intended to create more engaging content for our communities.	Communications	
4.	Revise our Equalities Policy and objectives to ensure we identify and prioritise actions that eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations between people and communities.	Policy	
5.	We will make paper petitions submitted by residents through formal meetings available on the website alongside their responses.	Law & Governance	
6.	We will use complaints to form learning outcomes to inform service improvement. We will consider reporting this to our Audit and Governance and Performance Scrutiny Committees.	Law & Governance	
7.	We will make it easier to contact our Adult Social Care Teams by changing from two general phone numbers and email addresses in each locality to one. Service users will also be given allocated workers phone numbers so they can call them directly.	Joint-Commissioning	
8.	Following feedback on our letters, we will be revising our referral assessment letter for Adult Social Care to make it clearer.	Joint-Commissioning	
9.	We will promote and support the involvement of vulnerable children and young pupils and those with	Education	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	Special Educational Needs and Disabilities through the wider involvement forum 'VOXY'.	Psychology Service	
10.	Moving from listening and engagement with parents of vulnerable children, including those with Special Educational Needs to genuine co-production to ensure improvements in services and provision.	Education Quality	
11.	We will develop and improve the 'Lead Professional' in childrens services to ensure our services and those of others are better coordinated and service users have a single point of contact.	Children, Education & Families	
12.	Support the large armed forces population in Oxfordshire by refreshing the armed forces covenant and our commitment to delivery including providing leadership in encouraging local businesses and communities to support the armed forces locally.	Policy	
13.	We will restructure to ensure that our central, coordinating functions work better with the area-based model of infrastructure delivery we have. This will create a more responsive service able to anticipate the needs of residents.	Infrastructure Delivery	
14.	We will take a needs-based approach to commissioning and redesigning services for children and families. We will work in partnership with services users and will look to shape the market of providers according to need.	Joint-Commissioning	
15.	The Trading Standards Service will be continuing to manage demand for services through a pilot project that delivers community engagement events, closer working with partners and high profile enforcement activities. This targeted activity is currently a time limited project and additional funding would be required to make it businesses as normal.	Trading Standards	
Local decision making			
16.	Support councillors in their role as community leaders, by developing the approach to locality working in nine local areas across Oxfordshire.	Policy	
17.	Use a governance review to decide if our locality model of working should be developed into an 'Area Board' to bring in the District, Towns and parish Councils to better join-up responses to local issues.	Policy?	
Working with local public, community and voluntary groups			
18.	Continue to develop the 'Oxfordshire Together' initiative that works to give local parishes and	Policy	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	voluntary organisations greater control over services.		
19.	We will use grant funding to help and enable more community and voluntary sector organisations to deliver universal children's centres.	Policy	
20.	We will encourage community and voluntary sector organisations to deliver community transport schemes to compliment the councils 'Oxfordshire Comet' service.	Policy	
21.	Review our approach to working with the voluntary and community sector to support communities, particularly focused on facilitating better partnership working to support residents and communities to help themselves	Policy	
22.	To provide a joined-up approach of public services we will lead the 'One Public Estate' programme. We will work with other public organisations (NHS, District Councils, Police and OxLEP) to spend our allocated funding in ensuring services are delivered efficiently and in a coordinated way.	Property, Assets and Investments	
23.	Develop our intelligence collection and analysis on Community Safety. We will keep working with partners locally, regionally and nationally to improve the use of intelligence and information sources, to the benefit of Oxfordshire residents and businesses.	Fire & Rescue Service	
24.	Pilot a community warden approach for signposting and referring the most vulnerable in our communities to the most appropriate support across partner agencies.	Fire & Rescue Service	
25.	Reviewing our support to Town and Parish Councils, looking at opportunities to develop better relationships at a local level and taking responsibility for resolving more issues as soon as they arise.	Policy	
26.	Explore a 'Community Hub' model of providing local services. #info needed to explain#	?	
27.	To safeguard more effectively, we will continue to improve our partner relationships with all public services including the NHS and Police services. In doing so, we will use our collective skills to protect vulnerable people	Adults Safeguarding	
Transparency and value for money			
28.	We will continue to place Looked After Children as close to home as possible but will get better economies of scale working with different regions to commission out-of-county placements.	Joint-Commissioning	
29.	To improve competition and value for money, we will publish 'Market Position Statements' that set out our intentions for the social care services we want to commission.	Joint-Commissioning	

THRIVING COMMUNITIES

Priority: We will help people live safe, healthy lives and play an active part in their community.

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Safe lives			
1.	As part of our Fire and Rescue Strategy, we will help more vulnerable children and adults to lead more secure and independent lives through our safe and well-being visits.	Fire and Rescue Service	
2.	The Trading Standards Service will be continuing to implement the Automatic Number Plate Recognition (ANPR) traffic camera at Newbridge to keep roads safer by monitoring and enforcing lorry weight restrictions. We will investigate breaches accordingly.	Trading Standards	
3.	Review our local safeguarding arrangements in the light of the Children and Social Work Act 2017 and new Working Together arrangements	Children, Education & Families	
4.	Our ICT services provide information systems that help direct our staff and services to those most in need as quickly as possible. We also map information to monitor change and issues in the community.	ICT	
5.	We are recommissioning a single pathway for domestic abuse so there is a single point of access to the Domestic Abuse service	Joint-Commissioning	
6.	Enhanced Outreach Support and targeted Independent Domestic Violence Advisor service #info needed for context#	Joint-Commissioning	
7.	Clear pathway for young people #info needed for context#	Joint-Commissioning	
8.	Programmes of support for perpetrators #info needed for context#	Joint-Commissioning	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
9.	Improving the timeliness and quality of Education Healthcare Plans for children who need additional support	Joint-Commissioning	
10.	Work with the market to commission effective services across telephony and face to face services. #info needed for context#	Joint-Commissioning	
11.	We are going to improve planning and services for children (0-25) with Special Educational Needs and Disability following a Local Area Inspection.	Joint-Commissioning	
12.	We are working with partners to ensure that where children need to come into LA care, they are able to have an alternative home that meets their needs, is as local as possible and supports them in returning home when safe.	Joint-Commissioning	
13.	Continue to provide safeguarding information and advice service to give people preventative advice, making links between adult safeguarding and health, housing, mental health and fire service to improve how we work with vulnerable people around self-neglect.	Adult Safeguarding	
14.	We building on the success of the existing "Warden" schemes we currently have and expanding the reach and scope of this initiative. #info needed for context#	Infrastructure Delivery	
15.	Implement the agreed, joint approach to commissioning high quality services for prevention, early intervention and support for victims of domestic abuse.	Adult Social Care	
Healthy lives			
16.	In the Safe and Well-being visits our Fire Service conducts, we will check the homes for risks surrounding slips, trips and falls, this should reduce the incidence of this risk and in time see less referrals for this injury type.	Fire & Rescue Service	
17.	As part of the Government's Local Cycling and Walking Investment Strategy Programme we will employ a dedicated 'Active Travel Officer'.	Communities Policy	
18.	Ensure resources are focussed on providing safer walking and cycling facilities and we will update the	Communities	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	council's Active & Healthy Travel Strategy (AHTS)	Policy	
19.	The Fire and Rescue Service will undertake a wide view of individual health vulnerabilities that could positively influence demand for the County and our Partners.	Fire & rescue Service	
20.	Improve our work with NHS partners with a particular emphasis on identifying barriers to recruitment and retention across health and social care.	Joint-Commissioning	
21.	Reviewing planning policy and practice to plan for future growth in a joined-up way, including masterplans that integrate health, housing and infrastructure needs.	?	
22.	Building communities in Healthy New Towns #info needed#		
23.	Air quality #info needed#		
24.	Continue to promote breastfeeding, which is known to have health benefits for mother and baby. Maintain the current high rates of both initiation and those still breastfeeding at 6-8 weeks.	Public Health	
25.	Reduce levels of smoking in the county by encouraging more people to quit as smoking remains a major cause of heart disease and cancer.	Public Health	
26.	Boost our cancer screening programmes so that more people are protected, focusing on the bowel cancer screening programme.	Public Health	
27.	Promote the 'Health Checks' programme which offer adults a full health 'MOT' and looks at many lifestyle factors such as obesity, physical activity smoking, blood cholesterol levels, diabetes, blood pressure and alcohol consumption.	Public Health	
28.	Reducing the harm caused by the over-consumption of alcohol, and monitor measures of success for those in drugs or alcohol treatment services with the aim of improving recovery rates.	Public Health	
29.	Building a multi-agency collaborative approach to increasing participation in physical activity within Oxfordshire.	Public Health	
30.	Consider issues affecting mental well-being in the population and what outcomes could be used to monitor it. A programme of public awareness campaigns will support this work by raising awareness of prevention and early intervention services.	Public Health	
31.	Promote access to social networks and other opportunities to prevent loneliness, known to have a negative impact on health and wellbeing.	Public Health	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
32.	Ensure high rates of immunisation amongst children, older people, those in key risk groups and key workers against illnesses such as measles mumps and rubella, flu and cervical cancer.	Public Health	
33.	Increase rates of people stopping smoking, particularly focused in reducing the percentage of women smoking in pregnancy.	Public Health	
34.	Seek to halt the increase in childhood obesity, including monitoring the Healthy Wight Strategy and promoting increased participation in physical activity.	Public Health	
35.	Provide help, support and information to reduce fuel poverty, working through the Affordable Warmth Network	Public Health	
36.	Work closely with the NHS, private and voluntary sector providers to deliver effective joined up services, in particular reducing those who face delays leaving hospital as a consequence of the care and support required not being available when needed.	Adult Social Care	
37.	Improve the care offered to people in the community to prevent escalation to hospital care	Adult Social Care	
38.	Undertaking strategic planning work on green infrastructure, seeking to establish gaps in public access to greenspace, and investment needs.	Environment & Resource	
Playing an active part in communities			
39.	Develop a ' <i>Working Locally Strategy</i> ' to identify how the council will engage, make decisions and deliver at the local level.	Policy	
40.	We will also be working with other community led groups to conduct 'lorry weight watch' events to assist communities in collecting good quality evidence of potential breaches, for further investigation by Trading Standards).	Trading Standards	
41.	Improved digital capability and reach as result of digital review to improve resident's access to services. We will then improve our targeting of audiences using 'Acorn' technology to identify relevant groups.	Communications	
42.	We are continually improving the menu of play leisure and childcare for children with disabilities by working with young people and their families. Supporting parents to be in employment.	Joint-Commissioning	
43.	We will support independent travel schemes for young people with Special Educational Needs and	Joint-	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	Disability	Commissioning	
44.	delivering initiatives such as healthy eating sessions and creating community hubs, this should support residents not only focus on personal development and local participation but also support the creation of a working and sustainable community.	Property, Asset and Investments	
45.	Ensure that services work together seamlessly to provide high quality and continuity of support for people, including at key points of transition such as from children's to adults services or leaving hospital to return home.	?	
46.	Continue with our strategy of providing information education and advice to support those who can support themselves at home and in the community	Adult Social Care	
47.	Increase the number of people supported at home with more people being offered effective short term help to return them to independence	Adult Social Care	
48.	Deliver sustained and improved experiences for people who access our services, as measured by the annual survey and with more care providers being rated as outstanding or good by the inspectors.	Adult Social Care	
49.	Improve the resilience and capacity of our home care market to meet the needs of needs of the most complex people, including greater support for people with dementia to live independently.	Adult Social Care	
50.	Use the expertise of our service users and their families to design, procure and evaluate services, in particular based on the ethos of "Nothing about me, without me"	Adult Social Care	
51.	Fully implement the transformation of daytime opportunities, supporting the transition to new models of provision delivered both in-house and within the community including supporting individuals to identify different ways to meet their care and support needs effectively.	Adult Social Care	
52.	Implement the learning and improvement identified through the Care Quality Commission inspection of health and social care in Oxfordshire in November 2017.	Adult Social Care	
53.	Continue to work with district partners to implement the new joint homelessness pathway and ensure those at risk of homelessness can access the support they need to remain in appropriate accommodation	Adult Social Care	
54.	Support adults living with a physical disability, learning disability, severe mental illness or another long term condition to live independently as fully participating members of the community. In particular this	Adult Social Care	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	means improving access to and the quality of early intervention, therapy, advocacy and support, and hospital based services.		
55.	Continue to reduce the number of people placed out of the area for treatment and support services	Adult Social Care	
56.	There is currently a Museum resilience Project underway which is looking at ways of delivering museum services in future that reaches more people and communities.	Museum Service	
57.	Focused work on deprivation #info needed#		

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Priority: We will help provide services that enhance the quality of life in our communities, and protect the local environment

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Supporting quality of life for everyone			
1.	Invest in new infrastructure. We play a direct role in the planning of new transport links, ensuring that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage. For example, we will be enhancing our road verge management regime.	Infrastructure Delivery	
2.	Maintain and repair our highways infrastructure. We play a direct role in the day-to-day operations of the highway network, ensuring that environmental quality is maintained.	Infrastructure Delivery	
3.	Develop an engagement and involvement approach with residents to decisions about highway improvements	Communications	
4.	Undertake improvements to the traffic controls in and out of Oxford to ease people's journey to the city.	Infrastructure Delivery	
5.	Support local communities to access high quality broadband services. #info needed#		
6.	Libraries #info needed#		
Improving quality of life for vulnerable groups			
7.	We will work with our partners to improve the sustainable and affordable housing options for young people	Children, Education & Families	
8.	Restructure our administration support to front-line staff that provide services to improve quality of life.	Joint-Commissioning	
9.	Improve access to information on safeguarding adults through our corporate information and through the safeguarding website.	Adults Safeguarding	
10.	Prevent vulnerable people from being groomed and radicalised through our safeguarding work.	Adults Safeguarding	
11.	Increase safeguarding training on interagency working around domestic abuse. This will include more	Adults	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	case coordination with the multi-agency risk assessment conference (MARAC).	Safeguarding	
12.	Use assisted technology to enable people to live at home and use digital services to make services more accessible to young people.	Joint-Commissioning	
Protecting our environment			
13.	Work with Community Action Groups (CAGS) to help them improve services. This approach, of supporting communities to develop effective volunteer networks, has worked to improve recycling rates and may be used in other areas such as community transport and libraries.	Environment & Resource	
14.	The 'energy bureau' service will be brought back into the council from another company to help residents, organisations and the council reduce energy consumption as identified in an Annual Energy Action Plan.	Environment & Resource	
15.	Ensure our Travel Plan Team become self-financing to monitor developer Travel Plans.	Infrastructure, Innovation & Development	
16.	Using a £40k grant from the Department of Business Energy and Industrial Strategy; develop a renewable energy strategy for Oxfordshire.	Environment & Resource	
17.	Supporting community energy schemes through Community Action Groups and the Low Carbon Hub (Solar schools programme, addressing energy efficiency and supporting increased use of renewables).	Environment & Resource	
18.	Partnership working with our Local Economic Partnership (OxLEP) and partner organisations to set their strategy, the priorities and agree an implementation plan on environmental protection. #confirm this is correct# .	Environment & Resource	
19.	Introduction of new techniques to ensure wildlife gets more consideration in the planning process (TVERC net gain).	Environment & Resource	
20.	Additional focus on a wider range of environmental processes and how they provide benefits to Oxfordshire residents (natural capital).	Environment & Resource	
21.	Updating of the evidence base on environmental issues that is made available to the public.	Environment &	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
		Resource	
22.	Integration of environmental quality with other council functions in future strategic plans.	Environment & Resource	
23.	Closer links with the councils Public Health activities to delivery wellbeing through the natural environment.	Environment & Resource	
24.	Work with partners to finalise the designing of the flood alleviation scheme and subject to approvals, commence construction in winter 2018.	Communities	
25.	<p>Work with partners through our Environment Partnership coordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding. Priorities for 2018 include:</p> <p><i>Energy</i></p> <ul style="list-style-type: none"> • GHG emissions report for 16/17 & monitor local authority measures implemented • Workshop on low carbon homes • Electric vehicles in public sector fleet <p><i>Waste</i></p> <ul style="list-style-type: none"> • Progressing the JMWMS refresh including waste reduction strategy • Developing waste in planning guide • Continue to monitor waste performance, work in partnership and seek new initiatives <p><i>Natural Environment</i></p> <ul style="list-style-type: none"> • Engaging on AONB management plan refreshes • Monitor uptake of biodiversity net gain approaches • Monitor implementation of the natural capital work along the Oxfordshire to Cambridgeshire Growth Corridor <p><i>Flooding</i></p> <ul style="list-style-type: none"> • Potential refresh of the Local Flood Risk Management Strategy. 	Environment & Resource	
26.	All new housing/school development is framed around preservation and creation of open space and natural beauty. Through this we will also deliver healthy living initiatives through the right environment	Property, Assets & Investments	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	and spaces.		

Priority: We strive to give every child a good start in life, and protect everyone from abuse and neglect.

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Getting the right start in life			
1.	Work with partners from birth to improve the health and educational outcomes of everyone for example through health visitor and school nurses.	Children, Education & Families	
2.	Improving the confidence and capability of the whole children and family workforce	Children, Education & Families	
3.	Ensure the sufficiency and quality of early years and school places meets the growing demand caused by population increases, and the need to increase attainment.	Children, Education & Families	
4.	Improving the quality of childcare settings	Children, Education & Families	
5.	Improving Foundation stage outcomes for children aged 5 to ensure they meet a good level of development in preparation for entering education.	Children, Education & Families	
6.	Continue to embed and develop the new children and family service, in particular encouraging more community open access provision for under 5s through locality and community support team and the	Children, Education &	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	use of the Transition fund.	Families	
7.	By working closely with other organisations and departments (One Public Estate and Public Health directorate) we will support any initiatives that look to improve social connectedness.	Property, Assets & Investment	
Educating our children & young people			
8.	Focus on increasing school attendance leading to improved attainment levels, and reduce the number of exclusions – with a particular emphasis on improving attendance, aspirations and outcomes for children with special educational needs and disabilities, attending special schools and those eligible for free school meals.	Children, Education & Families	
9.	Develop a partnership approach with schools and other partners to improving health and educational outcomes for all young people, working through the Strategic Schools Partnership Board and the sector-led approach to school improvement through the Oxfordshire Teaching Schools Alliance	Children, Education & Families	
10.	Support and encourage schools to run 'Healthy Schools' initiative #check accuracy#	Children, Education & Families	
11.	Develop a stronger partnership with schools which includes system-led improvement	Children, Education & Families	
12.	Working with the Oxfordshire Skills Board and Oxfordshire Local Enterprise Partnership to support young people through their learning, up-skill and improve the chances of young people marginalised or disadvantaged from work and increase the number of apprenticeship opportunities	Children, Education & Families	
13.	Increase capacity in schools to work with children and teachers on improving resilience, transition and mindfulness.	Education Psychology	
Helping everyone thrive			
14.	Together with the Oxfordshire Care Leavers Association we will develop our new core offer for Care	Children,	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	Leavers that meets the challenges of the Government's 'Keep On Caring' policy'	Education & Families	
15.	Improve the outcomes for children and young people who are looked after.	Children, Education & Families	
16.	We will lead on the Regional Adoption Agency (Adopt Thames Valley), striving to improve permanency for all children.	Children, Education & Families	
17.	Focus on managing the increasing demand in children's social care, working across the whole council and with partners to ; designing services with children's involvement	Children, Education & Families	
18.	Help children as early as possible, whether through services provided the council itself or by partners, with a view to reducing the demand for our most intensive services and enabling children to have better outcomes	Children, Education & Families	
19.	Safely reduce the number of looked after children, including supporting children to stay with their families wherever possible.	Children, Education & Families	
20.	Implement the Placement Strategy to reduce the number of out of county placements, and increasing in-house fostering for harder to place children.	Children, Education & Families	
21.	Be highly aspirational in the ambition for care leavers to be in education, employment or training by co-ordinating and influencing the provision of a range of high quality options.	Children, Education & Families	
22.	Increase the number of young carers identified and worked with; encouraging more schools to be aware of young carers and work towards the Young Carers quality mark; and raising the attainment levels and supporting more young carers to go to higher or further education.	Children, Education & Families	
23.	Work closely with schools to ensure that pupils with special educational needs and disabilities are well	Vulnerable Learners	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	planned, supported and engaged in learning.		
24.	Work closely with schools to ensure they are improving the outcomes for looked after children and those with pupil premium funding. We will ensure that the majority of looked after children attend good or outstanding schools.	Virtual School	
Protecting everyone from abuse and neglect			
25.	Work with the Safer Communities Partnership including the police to prevent youth offending, including reducing the number of first time entrants to the Youth Justice Service and the rate of custodial sentencing amongst the 10-17 population.	Children, Education & Families	
26.	Focus on reducing cases of neglect, including ensuring professionals have appropriate toolkits to help them identify whether a child is being neglected and that appropriate action is being taken.	Children, Education & Families	
27.	Reduce the impact of risky behaviours among adolescents, including substance misuse, bullying, domestic violence and abuse within teenage relationships, working with partners across the Children's Trust and Oxfordshire Safeguarding Children's Board.	Children, Education & Families	
28.	The continued joined up safeguarding board development aims to link adult and children's themes together on domestic violence and self-neglect.	Adults Safeguarding	
29.	Legal Services will ensure the welfare of children in Oxfordshire are safeguarded through taking legal action on child protection.	Legal & Governance	

Priority: We enable older and disabled people to live independently. We care for those in the greatest need.

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Supporting independent living			
1.	Adult Social Care is reviewing its 'Responsible Localities' model and team structure. This intention of this project is to identify how we can better meet the needs of those in greatest need.	Adult Social Care	
2.	Introduce a new community support services model to allow people to access a broader range of services in their local community. This will be shaped in partnership with people that use our services.	Adult Social Care	
3.	Review our Telecare service to ensure we are utilising the best technology to help support people to live well at home.	Adult Social Care	
4.	Utilise business intelligence to help map/maximise home support provision	Adult Social Care	
5.	Review the use of trusted assessors and clinic based approaches to reduce demand on waiting lists for residents	Adult Social Care	
6.	As the lead partner in the One Public Estate, we are working with other key public sector delivery organisations (NHS, District Councils, Police and OxLEP) to ensure that public services are delivered efficiently and in a coordinated way that aims to bring all public services together reducing the need for travel for those with mobility issues.	Property, Assets & Investments	
Keeping people safe in their homes			
7.	Keep people living safely at home in our Fire Service's Safe and Well Visits by checking homes for risks surrounding slips, trips and falls. This should reduce the incidence of this risk and in time see less referrals for this injury type.	Fire & rescue Service	
8.	Working with voluntary sector organisations and utility companies to identify residents for referral to other services to keep them living safely and independently.	Fire & rescue Service	
9.	Tackle scams and door step crime by raising awareness of how to prevent them, providing advice to residents and taking enforcement action against offenders.	Trading Standards	
10.	Improve links and partnership working with other organisations (especially health and voluntary organisations) to help identify adults at risk and those in rural settings which need our services.	Adult Safeguarding	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Ensuring care quality and sustainability			
11.	Work with our Local Economic Partnership (OxLEP) to improve care provider sustainability. In doing so we seek to add value, innovate in delivery, create partnerships, and focus on quality and market improvement.	Joint-Commissioning	
12.	Expand the offer of Direct Payments to allow more people to choose how their care is provided and by who.	Children, Education & Families	
13.	Provide information systems which help caring professionals keep track of their work, priorities those in greatest need and monitor delivery.	ICT	
14.	Restructure our administration support to front-line staff that provide services to keep people living independently	Joint-Commissioning	
15.	We will review services for residents making contact with Adult Social Care. We plan to introduce self-help and self-assessment tools on our web portal "Live Well".	Adult Social Care	

Priority: We support a thriving local economy by improving transport links to create jobs and homes for the future.

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Housing and infrastructure plans			
1.	Produce an implementation plan for infrastructure and housing growth to secure the £215 million investment announced in the budget.	??	
2.	Set up a joint 'Spatial Plan Delivery Team' with our District Council colleagues. This will produce the spatial plan joining up planning for jobs, homes and transport for Oxfordshire as a whole.	Communities Policy	
3.	We will revise and update the Growth Board Governance to reflect the need to deliver on the investment secured.	Communities Policy	
4.	Continue to work with local partners, particularly the Local Economic Partnership, local universities and district councils in Oxfordshire to make a strong case to government for funding of key infrastructure and services in Oxfordshire	?	
5.	Set up a Cabinet Advisory Group on Transport, with an initial focus on the Oxford to Cambridge Expressway.	Communities Policy	
6.	Ensuring that new developments are underpinned by infrastructure that supports future residents health and well- being, including but not limited to green spaces and active travel opportunities (e.g. through the Healthy Towns initiatives).	Communities/ Public Health	
7.	Embed team members within EEH Transport and other Work Programmes #info for context needed#	Communities Policy	
8.	Extend the duration of pro-active management of traffic through our traffic control centre. #info for context needed#	Infrastructure Delivery	
9.	Work to ensure that new infrastructure identified can be delivered and that a suitable level of funding is secured.	Infrastructure Delivery	
Asset and market management			
10.	As the lead partner in the One Public Estate, we are working with other key public sector delivery organisations (NHS, District Councils, Police and OxLEP) to ensure that public services are delivered efficiently and in a coordinated way that aims to bring all public services together –	Property, Assets & Investments	

No	Activity	Who will lead this?	Member lead/ Portfolio holder
	reducing unnecessary costs that could be utilised more effectively i.e. creating more housing, commercial and employment spaces		
11.	Conduct Community Asset Reviews to support housing delivery and utilisation of assets within Oxfordshire. This is to help get capital receipts, achieve revenue savings, release land for housing development and employment, provide space for businesses and join up services for residents.	Property, Assets & Investments	
12.	Realignment of Joint Commissioning will include the development of a 'commercial procurement hub'. This will continue to develop the Council's capability in procuring third party organisations who will help support a thriving economy.	Joint-Commissioning	
13.	Continue to develop approaches to workplace charging and congestion charging in order to balance the need for private transport with the challenges of congestion, air quality, and the need for high quality public transport and active travel options.	?	
14.	Planning ahead for the challenge of recruiting to vital roles, in particular in social care jobs, in the context of a fast growing economy, a rise in the number of private sector jobs available locally, and a reduction in the working age population as a proportion of the total population.	?	
15.	Provide ways of accessing data and information which is needed to support our growing local economy	ICT	
Future forecasting			
16.	Understand the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal	Policy	

ANNEX B– MEASURING OUR PERFORMANCE

Collation of all the relevant outcomes, measures etc.. in the Plan to be added once developed and agreed

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Division(s): ALL

PERFORMANCE SCRUTINY COMMITTEE – 4 JANUARY 2018

EQUALITY POLICY AND OBJECTIVES

Report by Ben Threadgold, Policy and Performance Service Manager

Introduction

1. The Equality Act 2010 created the Public Sector Equality Duty, the broad purpose of which is to integrate consideration of equality and good relations into the day-to-day business of public authorities.
2. One of the specific responsibilities of the Duty is the publication of an Equality Policy including a set of specific and measurable Equality Objectives, at least every four years.
3. The Council's current Equality Policy is now due for review.
4. The new Policy focuses on how we are meeting our Public Sector Equality Duty in relation to the protected characteristics. The Policy gives examples of good practice and show the good work already being done.
5. The Policy is also more challenging, identifying gaps in our performance, and both more ambitious and more specific in our objectives than previously versions.
6. The Policy ties in with work being done on the new Corporate Plan and current work-streams ensuring principles of equality, diversity and inclusion are embedded in our day to day business.
7. A cross-directorate task group (consisting of 18 people across directorates) completed the LGA Equality Framework for Local Government which involves self-assessment in five performance areas against a scale of 'Developing', 'Achieving' and 'Excellent'. Evidence was presented in support of each area and we assessed our performance as follows:

Knowing your communities	Achieving
Leadership, partnership and organisational commitment	Achieving
Involving your communities	Achieving
Responsive services and customer care	Developing
A skilled and committed workforce	Achieving

8. The self-assessment has identified areas within each performance area where we are working well to meet our Duty, and examples are given in the policy.
9. We also identified areas for improvement highlighted by the self-assessment, analysis of the data collected in the Joint Strategic Needs Assessment and Equality in Employment Report, and engagement with staff.
10. Those areas for improvement have formed the basis of a set of Equality Objectives that we will commit to achieve over the next 4 years. An Action Plan will also be included in the Policy which will set out how we will do this.

Key Issues

11. The proposed new set of Objectives are as follows:

Objective 1 – Introduce equality monitoring at the customer service centre and complaints teams to gain a better understanding of our customer base.

Objective 2 - Introduce evaluation mechanisms across a wider range of services so we can better identify the views and needs of our communities.

Objective 3 - Improve access to our public website and other digital services we provide to make sure all residents are able to access the information they need online.

Objective 4 - Consider accessibility as part of our review of how make better use of our buildings and assets.

Objective 5 - Improve the quality and timeliness of the data we hold and how effectively we use it to inform service planning and design that responds to the differing needs of people who share protected characteristics.

Objective 6 – Improve communications with our commissioned services about the equality duty, protected characteristics, and their role in supporting these Objectives.

Objective 7 - Improve the balance of gender in services where a group are under-represented.

Objective 8 - Increase the representation of BAME employees in the workforce.

Objective 9 - Increase the number of people under 25 employed in the Council's workforce

Objective 10 - Improve the policies, practices and mechanisms in place to ensure disabled employees can fully participate, develop and be successful in the workplace.

12. Service areas will provide specific actions they will commit to take to meet the Objectives and they will be included in an Action Plan (a template is currently on page 16 of the Policy).
13. The Action Plan will be completed after the public consultation to ensure full consideration can be given to any feedback received from that exercise. The actions will link to other key strategic plans.
14. **The Committee is asked to comment on the draft Equality Objectives.**
15. The proposed governance arrangements are included on page 19 of the Policy
16. Our evidence gathering has highlighted a need for more robust governance on the Equality Objectives to further ensure that equality, inclusion and diversity is embedded within service planning and delivery across all our work-streams.
17. It is proposed that:
 - the Cabinet Member for Local Communities will have overall responsibility for ensuring that we achieve our Equality Objectives, and that they are reviewed and updated to reflect progress and any changing or emerging priorities;
 - each Equality Objective will be owned by a senior officer, to oversee the implementation of the agreed actions; and
 - a working group will monitor the action plan as a whole, produce quarterly updates for the County Leadership Team and Cabinet, and produce an annual report referencing progress and performance against our proposed actions (linked to our wider quarterly performance reporting).
18. **The Committee is invited to comment on the proposed new governance arrangements.**
19. It is proposed that consultation with the public, partner organisations, voluntary organisations and specific targeted groups such as My Life, My Choice and Age UK, will begin in January 2018 for a period of 6 weeks. This will focus on gaining feedback on our proposed objectives.
20. A questionnaire will be the primary tool for collecting feedback, asking for comment on the areas on which we have focussed our objectives.
21. We also plan to hold focus group sessions and meetings with specific organisations to ensure we gather as many views as possible, through the most appropriate and effective routes. This may include going out to community groups in their different settings. It will also ensure feedback is gathered from specific groups covered by the protected characteristics.

22. **The committee is asked to comment on the proposed approach for consultation with the public, partner organisations, stakeholders and voluntary sector organisations.**

Financial and Staff Implications

23. None directly, as actions within the plan will be embedded within work being taken within service areas and consultation costs will be met from within existing resources.

Equality Implications

24. This is the Equality Policy and the aim of our approach is to eliminate unlawful discrimination, harassment and victimisation prohibited by the Equality Act 2010, advance equality of opportunity between people who share protected characteristics and those that do not, and to foster good relations between groups with and without protected characteristics.
25. This Policy will therefore have positive implications for equality

RECOMMENDATION

26. **The Committee is RECOMMENDED to comment on the three key issues as detailed in the report:**
- a) the draft Equality Objectives;**
 - b) the proposed new governance arrangements; and**
 - c) the proposed approach for consultation with the public, partner organisations, stakeholders and voluntary sector organisations.**

Ben Threadgold
Policy and Performance Service Manager

Background papers: none

Contact Officer: Amy Allen, Policy Officer, amy.allen@oxfordshire.gov.uk
December 2017

PERFORMANCE SCRUTINY COMMITTEE – 4 JANUARY 2018

Implementation of the health inequalities commission recommendations

1. Introduction

The Health Inequalities Commission was sponsored by Oxfordshire's Health and Wellbeing Board to review the current state of health inequalities in the County and to make recommendations for their reduction. The Commission had an advisory function and it proposed recommendations for many organisations and groups.

The Health Inequalities Commissioners were independent members selected from public and voluntary sector organisations and academia. They received written submissions and verbal presentations from a wide range of people and organisations at four public meetings held around Oxfordshire in the winter and spring of 2016. Local data and information on health inequalities were also presented to the Commissioners, supported by access to a wide range of local and national documents including the Director of Public Health Annual Reports, the Joint Strategic Needs Assessment and data from Public Health England.

The full report and Headline report can be found here:

<http://www.oxfordshireccg.nhs.uk/about-us/work-programmes/health-inequalities-commission/health-inequalities-findings/>

The Oxfordshire Health Inequalities Commission report was presented to the Health and Wellbeing Board (HWB) in November 2016 by the Independent Chair, Professor Sian Griffiths. Progress was reported to the HWB in March, July and November 2017 and to the Health Overview and Scrutiny Committee in November 2017. Because of the far-reaching nature of the recommendations, the Board received the report and noted the findings, recognising that they would need further consideration by a wide range of bodies. The Board agreed to monitor progress in one year's time.

2. Taking forward recommendations made to Oxfordshire County Council.

The Health Inequalities Commission made many recommendations for many organisations in the NHS, Local Government and Voluntary and community Sector. The executive accountability for each recommendation remains with the individual organisation and partnership. In addition, many of the recommendations can be taken forward by individual bodies, for example, in the Voluntary Sector without reference to the Health and Wellbeing Board or other partners, and this is to be applauded.

The Health Inequalities Commission set out their advice on which organisation should lead implementation for each of the 60 recommendations. This report focuses on the recommendations where Oxfordshire County Council was proposed by the Commissioners as the lead agency in taking the work forward. Even so, the work may not be possible without collaboration with other partners in improving outcomes for the population.

The Health and Wellbeing Board considered a comprehensive overview of progress against each of the 60 recommendations at their meeting on 9th November 2017. Extracts from that paper are included as Appendix 1.

3. RECOMMENDATION

The Committee is RECOMMENDED to note progress in taking forward the recommendations where Oxfordshire County Council was proposed by the Commissioners as the lead agency in taking the work forward.

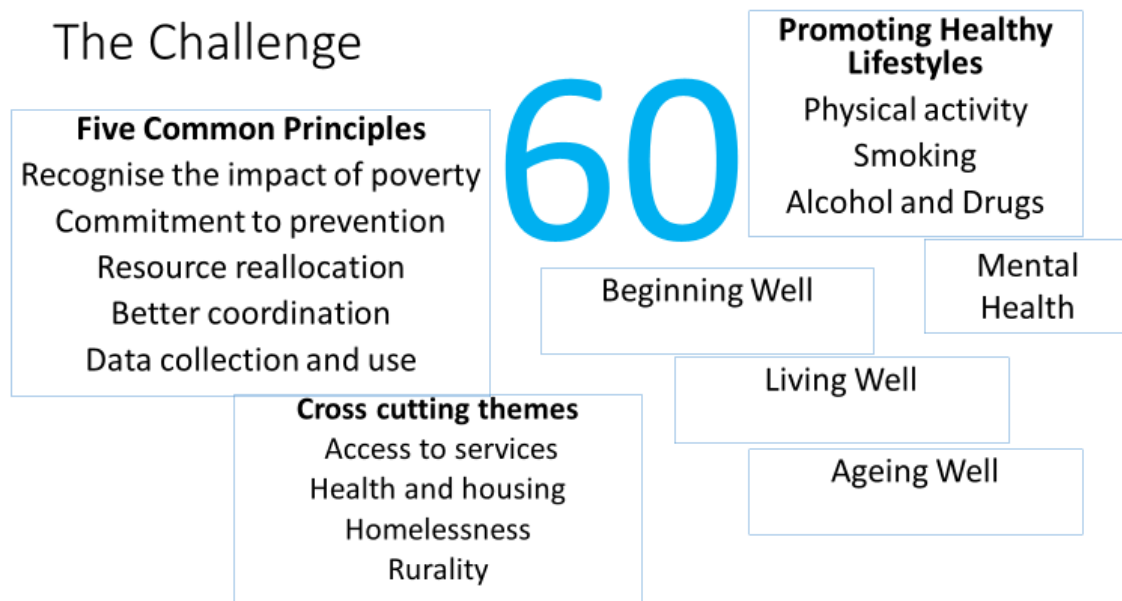
Contact Officer: Jackie Wilderspin,
on behalf of the Health Inequalities Commission Implementation Group.
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Appendix 1 - Extracts from the paper presented to the Oxfordshire Health and Wellbeing Board on 9th November 2017

Background

The Oxfordshire Health Inequalities Commission report was presented to the Health and Wellbeing Board (HWB) in November 2016. Reports on progress were discussed by the HWB in March and July 2017.

The recommendations are set out in various groups in the report as illustrated in the figure below:



The work of the Health Inequalities Commission (HIC) Implementation Group

An Implementation Group has been convened under the leadership of the CCG and includes representatives from local authorities, voluntary sector and health services. Some members have links to other networks and partnerships who are also implementing this work.

The HIC Implementation Group has reviewed all the recommendations set out by the Commission and compiled a comprehensive overview of relevant work currently underway or in the planning stages. The resulting information shows considerable progress on most of the recommendations but also illustrated the need to coordinate and increase ambition in some of the areas of work. It was clear that it is impossible to keep a detailed overview of all of the work being undertaken to address inequalities issues in Oxfordshire. However, it is also noted that the momentum gained from the publication of the report has had a positive effect and galvanised joint action in new areas of work.

The Implementation Group agreed to set out the recommendations in 3 main categories which are:

1. Priority business for the Implementation Group in 2017-18. This group of recommendations needs the coordination and input of the Implementation Group to be taken forward. These are set out in five areas of work which will deliver 26 of the recommendations. Of the 5 work areas one is led by Public Health in the County Council, as shown in the list below.
 - a. Basket of Inequalities Indicators (Led by Public Health in OCC)
 - b. Innovation Fund (jointly led)
 - c. Income Maximisation (currently CCG led)
 - d. Social Prescribing (CCG lead)
 - e. Promoting Physical Activity as part of improving prevention of ill health.(Oxfordshire Sport and Physical Activity)
2. Recommendations being taken forward by specific groups / organisations in 2017-18. Good progress is being made on work to implement 15 recommendations and some have been completed. Progress reports are set out in the second section of the action plan below for the recommendations led by OCC.
3. Recommendations to be considered for future implementation. A further 19 recommendations are under consideration and not yet being fully implemented. Those led by OCC are listed in the third section of the action plan below with some notes on the current state of implementation.

Action Plans

Section 1: Priority business for the Implementation Group, 2017-18

There are five areas for action which is being led and coordinated through the HIC Implementation Group. These actions cover a range of recommendations which are listed in the descriptions below.

1. Basket of inequalities indicators (Recommendation 3¹) (Public Health lead)

Objectives

- Develop a set of local indicators which highlight health inequalities and which can be used to monitor progress in reducing variation.
- Publish these indicators as part of the JSNA.
- Use these indicators to report regularly to the Health and Wellbeing Board.

¹ Also linked to other recommendations

- Monitor impact to ensure gap is not widened (5); Access more data on health inequalities (10) and ethnicity (11); Use NHS performance frameworks (15); DPH Annual Report recommendations (24); Use Child health profiles (43)

- Develop collection of more local data on a range of subjects including ethnicity of service users where this is not yet robust. Also use NHS Outcomes Framework, Child Health Profiles and other appropriate data sources for targeting and monitoring performance as needed.
- Add more indicators to monitor mental wellbeing and mental health as well as the physical health indicators already included.

Progress to date

- A basket of indicators, showing variation across the county at ward level is under consideration by the Health and wellbeing Board
- Subject to comment and suggestions for improvement, this set of indicators will be published on the JSNA website before December 2017.
- More work is underway to add mental wellbeing indicators to the basket.
- The JSNA steering group is continuing to develop the annual report which will be published in March 2018. Recommendations on use of wider data sources to highlight inequalities are being sought in that process.

2. Establish an Innovation Fund (Recommendation 7) (Joint lead)

Objectives

The wording of recommendation 7 is:

“An Innovation Fund / Community Development and evidence fund should be created for sustainable community based projects including those which could support use of technology and self-care to have a measurable impact on health inequalities, and improve the health and wellbeing of the targeted populations.”

The objectives that have been defined are:

- Secure contributions from partners to establish the fund.
- Agree criteria for use of the funding which will have an impact on health inequalities.
- Report use of the funding to all stakeholders to attract further contributions.
- Ensure robust evaluation of outcomes.

Progress to Date

Work is progressing well and has included

- Oxfordshire Growth Board agreed to make contributions of £2k per local authority. This total is matched by the CCG. OUHFT have also agreed to contribute £2k giving a total of £30k to date.
- Discussions are in progress with Oxfordshire Community Foundation about managing the Innovation Fund.
- Initial ideas on using the money to support the Social Prescribing initiatives are being discussed e.g. a crowd sourced map of assets and services, digital support for front line workers and digital literacy initiatives for clients.
- Criteria for bids and a specification for the work will be finalised in the coming weeks and it is hoped the project can be completed by the end of 2017-18
- Further funds will be sought so that other innovative ideas can come to fruition.

3. Income maximisation (Recommendation 13²) (Currently CCG lead)

Objectives

- Establish a working group to coordinate and develop work to promote income maximisation for people on low incomes e.g. through promoting entitlement to benefits.
- Consider how to improve access to advice in health settings.
- Approach a range of funders and work to sustain advice services

Progress to Date

- Following discussion at the Implementation Group a working group is being convened. This includes local authorities, public health and other commissioners of benefits advice services and a range of current providers including Citizens' Advice, Mind and neighbourhood advice centres.
- Ideas for providing advice in the hospital setting have been proposed for discussion.
- Oxford City Council Executive Board approved a Financial Inclusion Strategy 2017-2020 on 16th October 2017.

4. Social Prescribing (Recommendation 17³) (CCG lead)

Outcomes

Build on existing projects to expand and develop social prescribing in Oxfordshire.

Areas of work should target populations with worst outcomes and can include

- Primary prevention and healthy lifestyles
- Mental wellbeing, depression, anxiety, loneliness
- Frequent attenders in primary care
- People with complex long term conditions

Best practice on social prescribing

- a. General signposting by a range of agencies or access to activities for self-referral.
- b. Link workers (e.g. Care Navigators) with specific referral criteria. May include some specialists e.g. for autism
- c. Strategic coordination – an overview of the networks, directories and services available locally.

² Also linked to recommendations to:

- Expand Benefits in Practice (12); Engage district councils and other funders (14)

³ This also links to recommendations on

- Commitment of statutory bodies (1); New models of care (2); Investment in Prevention (4); Resource allocation (7); Address loneliness (54); Promote healthy lifestyles including smoking (31), alcohol (33); Increase resources for Prevention and lifestyles advice (46); Integrate health and social care for complex needs (50); Older people support to prevent isolation (54)

Progress to Date

Discussion at Implementation Group has led to:

1. CCG overview of current projects.
2. Literature review of models completed by Public Health.
3. Workshop held 19.9.17 with a wide range of stakeholders
4. Steering group convened and met 5.10.17

In addition:

- Cherwell DC are considering a VCS led bid to the national funding for social prescribing potentially across Cherwell and working with West Oxfordshire DC and Practices.
- West Oxon DC have shared a report on their methodology with village agents in Gloucestershire.
- Discussion with City Council on the use of £100k strategic pot for taking work forward.
- Consideration of use of Innovation Fund.

5. Increasing physical activity (Recommendation 28, 58⁴) (OxSPA lead)

Objectives

- Develop opportunities for people who are inactive to increase their levels of physical activity and reduce their risk of preventable disease.
- This work should be linked to the Social Prescribing actions so that referrals and recommendations to appropriate activity can be made easily.
- This should be appropriate for the individual or particular group of people but also be accessible county wide.
- Particular target groups include mental health service users, people with disabilities, over 50s, children. Use social marketing to communicate effectively with each group.
- Make information on local opportunities to be physically active available to social prescribers and sign-posters.

Progress to Date

Several strands of work have been identified but there is no overview of all the bids and programmes going forward. Work that has been identified so far includes:

- a bid by OxSPA and Mind for Healthy Bodies Healthy Minds
- Mind is leading a bid to Health Education England to fund a combination of wellbeing and physical activity initiatives.
- Analysis of the current situation for Exercise on Referral that was drawn up by OxSPA and district councils

⁴ Also linked to other recommendations:

- Use of social marketing (29); Increase participation of people with disabilities, mental ill-health (30); Target over 50s (58)

OxSPA bid for Sport England funding to target inactive people from disadvantaged communities. The bid was unsuccessful but work to prepare the bid can still be used to take this work forward.

Section 2: Recommendations being taken forward by specific groups / organisations. 2017-18

There are 15 recommendations which are being taken forward or already completed by particular organisations. Those which are led by Oxfordshire County Council (OCC) are outlined in this section:

Recommendation being taken forward	Progress to date
<p>Recommendation 1 Statutory funding bodies need to do more to demonstrate their commitment to reducing inequalities. Their policies and plans should be scrutinised by HWB on an annual basis.</p>	<p>Example of implementation: Several of the outcomes in the Joint Health and Wellbeing Strategy include specific targets to address inequalities issues and these are reported regularly to the Board. For example, it is known that there is variation in obesity rates among children so the outcome measure is: Ensure that obesity level in Year 6 children is held at below 16% (in 2016 this was 16.0%) No district population should record more than 19%</p>
<p>Recommendation 2 Monitoring of the process of commissioning/service design to ensure it has taken inequalities into account in the design of new models of care and innovations such as vanguards needs to be undertaken regularly.</p>	<p>Example of implementation: A Health Equity Audit on delivery of NHS Health Checks was carried out in 2017 to ascertain whether all sections of the population were taking up the invitation to attend.</p>
<p>Recommendation 6 Core preventative services such as Health Visiting, Family Nurse Partnership, School Health Nurses and the Public Health agenda should be maintained and developed</p>	<p>Complete: Public Health The Public Health Grant remains ring-fenced until at least the end of 2018-19 although with a reduction in the size of the grant each year. Health Visitor and Family Nurse Partnership services have been re-commissioned and plans are being taken forward to re-procure the School Health Nursing Service.</p>
<p>Recommendation 23 Reports of isolation and loneliness in older people/people suffering from dementia in rural areas should be collated and monitored on an annual basis with a reduction achieved year on year utilizing advice in the Age UK publication "Evidence Review of loneliness and Isolation".</p>	<p>Some Progress: various agencies</p> <ul style="list-style-type: none"> • Loneliness Summit held in July 2017 led by Age UK Oxfordshire. • Proposal to set up a strategic Task and Finish group led by Age UK Oxon. • Healthwatch Oxfordshire published a report on Dementia Friendly Communities in 2015 and work is being picked up through social prescribing and Dementia Friendly training. • Dementia Oxfordshire have been provided additional ongoing funding to provide specialist

	<p>training to community and voluntary sector groups, to support them to meet the needs of older people with dementia, including in rural areas. They are also reporting on their progress linking people with dementia, including in rural areas, to support and groups available locally.</p>
<p>Recommendation 35 Support and develop schools' interventions including support given to school health nurses as well as services such as those run by The Training Effect to increase capacity of young people to choose not to misuse substances.</p>	<p>Good progress: Public Health The Training Effect continue to deliver sessions in schools and collaborate with Aquarius (substance misuse services for young people) and School Health Nurses. They provide support for staff and emphasise the need for resilience and confident decision making. Future commissioning will build on this.</p>
<p>Recommendation 36 and 38</p> <p>36. Resources in the public health budget should be maintained to provide services and support for drug misusers and their families</p> <p>38. Policy and action should be targeted to continue to address</p> <ul style="list-style-type: none"> - the rates of successful completion of drug treatment in non opiate users - the rate of parents in drug treatment - the rate of people in substance abuse programmes who inject drugs who have received a hep C vaccination - the rate of children facing a fixed period of exclusion due to drugs/alcohol use - NPS use 	<p>Good Progress: Public Health</p> <p>Drugs and Alcohol Treatment services in Oxfordshire are fully resourced and there have been no changes made to the range of provision.</p> <p>The number of clients now successfully completing treatment for opiates, non-opiates and alcohol has improved markedly though this is still under surveillance to ensure the improvement is sustained. There has also been improvement in uptake of Hep C vaccination.</p> <p>Work on identifying the numbers of children who are excluded from school as a result of substance misuse is yet to be completed.</p>
<p>Recommendation 45</p> <p>The current plans for closures of Children's Centres should be reviewed by March 2017 to ensure prioritization of effective evidence-based investment and good practice in early intervention for children and to ensure that the change of investment and resource allocation to young children and their families does not disadvantage their opportunities especially for those children & families from deprived areas and identified disadvantaged groups</p>	<p>In progress: Oxfordshire County Council and other partners</p> <p>Eight children and family centres plus two satellite sites have been established in the most disadvantaged areas in the county delivering a combination of some open access services and targeted services across the county.</p> <ul style="list-style-type: none"> - To date, over £750,000 has been awarded to 26 community-led groups enabling them to develop open access sessions for under 5s and their carers - Since March 2017, OCC's Community Co-ordinators have been working with these groups to support them to turn their business plans into high quality services. The first round of monitoring confirmed that all groups are delivering to their business plans, with many providing more open access sessions than

	<p>originally planned, and some now looking to offer outreach to support vulnerable families to access their services</p> <ul style="list-style-type: none"> - Health visitors are holding surgeries in many of the community venues - Joint work is taking place with Diocese of Oxford to increase the knowledge, skills and confidence of existing church-led open access sessions for under 5s - Brighter Futures in Banbury continues to develop multi-agency work in the three most deprived wards in the Banbury area -
<p>Recommendation 53 The recommendations from the 2016 DPH annual report are endorsed and the Commission wishes to ensure they are targeted to reduce health inequalities and progress reviewed by HWB in 2017</p>	<p>Complete: Director of Public Health All recommendations from the 2016 report were reviewed and findings included in the 2017 report.</p>
<p>Recommendation 54 Support for services and stimulation should be provided to older people, especially those living on their own to avoid isolation and loneliness especially amongst those with dementia and in rural areas</p>	<p>Complete: New model of daytime support</p> <ul style="list-style-type: none"> • Following a review of daytime support and council decisions, a new model of daytime support has now been implemented: • There are over 200 community and voluntary sector daytime support opportunities across the county, many of which support people in rural areas and people with dementia. Over 2000 people benefit from these services, who have made clear throughout the review how important these services are in preventing isolation. Alongside infrastructure support e.g. around fundraising and specialist training in supporting people with dementia, the county council is providing £250,000 per year ongoing grant funding. In addition to this, transition support and funding has been provided to support these services to increase their self-sustainability • Dementia Oxfordshire and the Community Information Network support people to access social opportunities available locally, including people with dementia and people in rural areas. • We are funding community development work provided by the Community Information Network, to increase the opportunities available particularly in areas of priority need. <p>The council-provided Community Support Services provides a countywide service with transport delivered from 8 buildings across the county. It provides tailored, specialist support primarily to people with more complex needs, including older people and people with dementia.</p>

Section 3: Recommendations for future implementation

A total of 20 recommendations will need more consideration so they can be taken forward. The recommendations that the Commission suggested are taken forward (either in part or in full) by OCC are listed below:

	Recommendation	Next Steps
8	<p>The Health in All Policies approach should be formally adopted and reported on across NHS and Local Authority organizations, engaging with voluntary and business sectors, to ensure the whole community is engaged in promoting health and tackling inequalities.</p> <p>Regular review of progress should be undertaken by HWB</p>	<p>Example of Implementation:</p> <p>There are already some good examples of Health In All Policies, e.g. Public Health working with Planners and Transport planners.</p>
22	<p>A digital inclusion strategy, which explicitly targets older people living in rural communities should be developed and the % of older people over 65 with access to on line support regularly reported</p>	<p>Work is needed to verify what is already available and link this to the social prescribing work in particular.</p>
37	<p>School based initiatives should be promoted for all age groups</p>	<p>There are currently programmes to promote physical activity, reduce substance misuse and improve resilience. Further coordination of offers is needed and one suggestion is that a conference could be held to share local knowledge and develop action plans.</p>
49	<p>The needs of adults with learning disabilities within the County should be reviewed in 2017 and targets set to reduce their health inequalities .</p>	<p>A review is planned in 2018. In the meanwhile there has been a focus on reducing hospital admissions and supporting discharge – plans are co-produced with service users and their carers.</p> <p>Health plans and needs are being reviewed by OH under the terms of the contract. The TCP and Adults pool has a new target around annual health checks, number and quality. This is key priority for 2018/19 final year of the programme.</p>
51	<p>Shared budgets for integrated care should be considered and how this fits with the broader care packages available to older people. For example, looking at how domiciliary care can be integrated into health and social care more effectively, and what can be done to provide more robust support for carers</p>	<p>County Council and the CCG are currently working with domiciliary care agencies to enhance the way in which agencies carry out health tasks delegated by health professionals. We are piloting some changes to this in partnership with care providers</p>

52	Support for carers , including their needs for respite care and short breaks , should be supported with resources by all agencies	
55	<p>Strategic action should be taken to oversee increased access to support for older people in disadvantaged and remote situations:</p> <ul style="list-style-type: none"> ○ physically through a better coordinated approach to transport across NHS, local authority and voluntary/community sectors ○ digitally through a determined programme to enable the older old in disadvantaged situations to get online ○ financially, through support to ensure older people, who are often unaware of their financial entitlements, are helped to access the benefits they are entitled to claim. 	These recommendations overlap with others to improve transport coordination (21), consider digital inclusion (22) and improve income maximisation (13). It is suggested that work on these topics is being taken forward and described above.
57	The current gap in provision of support for older people with mental health needs other than dementia needs to be addressed urgently.	This work will be picked up in the work streams of the new Oxon MH Five Year Forward View Delivery Board, which was set up in December.
60	The resources produced by PHE to support local action should be used as part of the formal review process.	Specific resources from PHE have to be identified but data has already been used to set up the Basket of Inequalities Indicators.

PERFORMANCE SCRUTINY COMMITTEE, 4 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 and finance reports 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 shows 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.

9. **The Committee is RECOMMENDED to:**

a) Note the performance reported, in particular items which members wish to schedule for future scrutiny, and make any comments necessary for escalation to Cabinet before 23 January;

b) Note the ongoing work to improve business management and performance reporting.

19 December 2017

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

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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 casualties.
- 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.

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 may be 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
<p>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.</p> <p>There are 3 key issues around managing the number of looked after children</p> <ol style="list-style-type: none"> 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. <p>To manage the process we have</p> <ol style="list-style-type: none"> 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.	

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)
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PRIORITY: PROTECTING VULNERABLE PEOPLE

Page 26	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)
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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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OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

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

		Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook	
EFFICIENT PUBLIC SERVICES	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	↔	
	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	↑	
	8	Use the expertise of our customers and other key stakeholders to design, procure and evaluate services	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	↑	

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

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 Page 128	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	↑

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

PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 2 2017-18

Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook	
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	↔

PROTECTING VULNERABLE PEOPLE

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

COMMUNITIES – PERFORMANCE DASHBOARD – Quarter 2 2017-18

		Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Q2 RAG	Outlook
THRIVING ECONOMY	Page 130	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 SERVICES	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	↓	
	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	↑	

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

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	↔
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	↔
	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	↔
EFFICIENT PUBLIC SERVICES	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	↔

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

FINANCIAL REPORTS – position for October 2017 (as reported to Cabinet on 19 December 2017)

PEOPLE – CHILDREN’S SERVICES

Success Indicator		Target	Position at end Oct 2017	On Target?	Notes
Financial Performance Page 132	Actual expenditure for Education & Learning is in line with the latest agreed budget	< 2.0% of net budget	+£1.0m or +4.5%	No	Home to school transport is forecasting £0.7m overspend. This is after an additional £2.5m was built into 2017/18 budget.
	Actual expenditure for Children’s Social Care is in line with the latest agreed budget	<2.0% of net budget	+7.6m or +10.9%	No	The forecast overspend includes £4.3m on placements and corporate parenting, £1.0m on asylum seekers, and £1.0m children with disabilities. This is after an additional £5.3m was built into 2017/18 budget.
	School Reserves (as at 31 March 2018)	-	£17.9m		
	Directorate Reserves (as at 31 March 2018)	-	£2.7m		
	Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2017/18 assumed in the MTFP have been achieved	93% achieved			Savings that have been identified as not achievable have been reviewed as part of the 2018/19 Service & Resource Planning Process.

PEOPLE – ADULT SERVICES

Success Indicator		Target	Position at end October 2017	On Target?	Notes
Page 133 Financial Performance	Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 2.0% of net budget	0.5% or £1m	Yes	This assumes full use of the Adult Social Care Precept.
	Actual Pooled Budget Reserves (as at 31 March 2018)	-	£1.1m		May be required to meet in year pressures in the pools.
	Other Directorate Reserves (as at 31 March 2018)	-	£0.4m		
	Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2017/18 assumed in the MTFP have been achieved	79% achieved			Savings that have been identified as not achievable have been reviewed as part of the 2018/19 Service & Resource Planning Process.

PEOPLE - PUBLIC HEALTH

Success Indicator		Target	Position at end October 2017	On Target ?	Notes
Page 134 Financial Performance	Actual expenditure is in line with the latest agreed budget	< 2.0% of gross budget	-0.6% or -£0.2m	No	Funded by a ring fenced grant which is £31.3m for 2017/18.
	Actual Directorate Reserves (as at 31 March 2018)	-	£0.9m		For unspent ring fenced grant for future public health projects.
	Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2017/18 assumed in the MTFP have been achieved	100% achieved			* Corporate savings position reported to Cabinet

COMMUNITIES

Success Indicator		Target	Position at end of October 2017	On Target?	Notes
Page 135 Financial Performance	Actual expenditure for Place and Planning, Infrastructure Delivery, and Property and Investment is in line with the latest agreed budget	< 2.0% of net budget	1% or +£0.9m	Yes	
	Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	< 2.0% of net budget	0% or £0m	Yes	
	Directorate Reserves (as at 31 March 2018)	-	£10.1m		
	Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2017/18 assumed in the MTFP have been achieved	68% achieved			Savings that have been identified as not achievable have been reviewed as part of the 2018/19 Service & Resource Planning Process.

RESOURCES

	Success Indicator	Target	Position at end July 2017	On Target	Notes
Financial Performance	Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	+£0.5m or +3.0%	No	Legal services are forecasting an overspend of +£0.4m. This is due to increased Counsel spend as a result of Childcare proceedings.
	Actual Directorate Reserves (as at 31 March 2018)	-	£1.3m		
	Number of 2017/18 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2017/18 assumed in the MTFP have been achieved	100% achieved			* Corporate savings position reported to Cabinet

* The Financial Monitoring report for October 2017 was presented to Cabinet on 19 October 2017. The report incorporates Business Strategy savings that were agreed by Council in February 2017 and previous years. At this stage of the year, at least 91.9% of the planned savings are expected to be delivered. Progress against delivery of savings will be monitored on a regular basis and where savings are not expected to be achieved they have been reviewed as part of the 2018/19 Service and Resource Planning process. A further update will be provided to Cabinet in March.

CORPORATE

Success Indicator	Target	Position at end October 2017	On Target?	Notes
Actual expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+2.7% or +£11.0m	No	Whilst management action may reduce the anticipated overspend it is expected that the use of contingency and general balances will be required to bring the budget into balance by the year-end.
Cross Directorate Reserves (as at 31 March 2018)	-	£15.6m		
Corporate Reserves (as at 31 March 2018)	-	£2.5m		£2.0m Efficiency Reserve and £0.5m Transformation Reserve
Capital Reserves (as at 31 March 2018)	-	£34.5m		
Cash Flow Reserves (as at 31 March 2018)	-	£1.2m		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 (£797m for 2017/18)	-	£18.8m or 2.0%		
Total reserves as a proportion of the original gross budget (£797m for 2017/18)	-	£95.5m or 12.0%		
Capital programme use of resources compared to programme agreed in February 2017	90%	90%	Yes	
Capital programme expenditure realisation rate		50%		

CORPORATE (continued)

Success Indicator	Target	Position at end October 2017	On Target?	Notes
Year to date debtor invoices – all	48 days	49 days	No	Quarterly OCCG pool contributions were delayed impacting this measure
Percentage of debtor invoices cleared in 90 days - Social Care Clients	94%	90%	No	Consistent performance, improved on average against last year
Percentage of debtor invoices cleared in 90 days	97%	94%	Yes	Drop in October although year average above last year
Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.55%	0.65%	Yes	
Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)	2.84%	4.30%	Yes	

(*) 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).

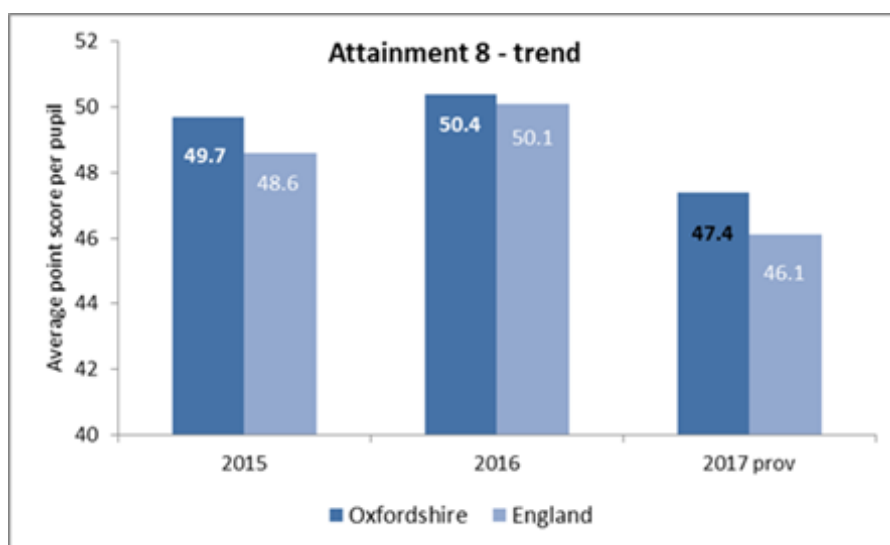
APPENDIX 1: 2017 Key Stage 4 Academic Results

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

PERFORMANCE SCRUTINY COMMITTEE

PROPOSED WORK PROGRAMME

ITEM	NOTES
15 March 2018	
Q3 Corporate Performance	An overview of the council's performance in Q3 and identification of areas that the committee may wish scrutinise in further detail.
Fit for the Future	Outcome of recent work on the Fit for the Future Programme exploring ways of meeting and exceeding the council's transformation savings.
Productivity	Housing growth, economic growth and work of the LEP, including skills development and support for schools/colleges to deliver what is required. Update on Housing Infrastructure Fund bid.
Oxfordshire Infrastructure Strategy	Scrutiny of the council's spatial planning, investment in highways, join up with housing and health.
Local Transport Plans and Local Planning	The interaction / relationship between county infrastructure and district planning processes/practices, including a review of progress on the LTP4.
24 May 2018	
Performance reporting: 2017-18 year-end Narrative Statement and forward look	An overview of corporate performance in 2017-18 and scrutiny of a new suite of outcomes and measures for 2018-19.
Social Care Workforce	Focus on outcomes of work with providers to improve recruitment and retention of adult and children's social care workforce. Explore the causes of Delayed Transfers of Care, HART service performance, recruitment and retention
Adult Social Care Contributions Policy	Scrutiny of the proposed changes to the way the council charges for adult social care services and the impact this will have on residents and their carers.
Demand management in Children's Social Care	The effect of partnership working and early help offer. Including work with Child and Adolescent Mental Health Services. What plans are in place to fund the additional demand on children's

	social care, including an overview of caseloads, how staff are recruited and supported, and the impact of work to manage the Social Care market
Co-production	How commissioners are embedding co-production into the design of services and the impact this is having on outcomes. Including feedback from service users directly.
Special Educational Needs and Disabilities (SEND) Action Plan	Scrutiny of the council's action plan to address key weaknesses identified in the SEND Local Area Inspection.
Scrutiny Annual Report 2017-18	A review of the committee's activity over the last year and an overview of where scrutiny has had a tangible impact on decision-making in Oxfordshire County Council.
5 July 2018	
Council workforce	Investors in People standard, workforce resilience. Relationship with Unison.
Diversity of OFRS workforce	How OFRS is reforming its workforce to be inclusive and representative of local communities + ensuring they are safe at work.
Commissioning services across the Council	How well council staff are trained to deal with the private companies bidding for contracts, how we ensure providers deliver what they promise and contracts are cost effective.
6 September 2018	
Q1 Corporate Performance	An overview of the council's performance in Q1 and identification of areas that the committee may wish scrutinise in further detail.
Thames Valley Police Delivery Plan 2018-19	Discussion about performance of the Thames Valley Police Service in 2017/18 and areas of focus for 2018/19.
Community Safety and Risk Management	Scrutiny of the Oxfordshire Fire and Rescue Service's performance in 2017-18, the county's strategic approach to improving community safety outcomes, and a review of the proposed community risk management plan for 2019/2020.
8 November 2018	
Safeguarding Adults	Scrutiny of the Oxfordshire Safeguarding Adults Board Annual Report.
Safeguarding Children	Scrutiny of Safeguarding Children Annual reports, including an overview of safeguarding work, serious case reviews and quality assurance
Safeguarding Missing	An update on the number of children reported as missing from home, care and school in Oxfordshire and the work undertaken

Children	by the Missing Children's Panel and partners.
13 December 2018	
Service and Resource Planning 2019/20 – 2022/23	
10 January 2019	
14 March 2019	

TO BE SCHEDULED	
ITEM	NOTES
Impact of the Care Act	Scrutiny of how changes brought in by the Care Act 2014 have been implemented and the impact on Oxfordshire residents and the council.
Drug use in Oxfordshire	Links with health, domestic violence, housing – examine relationship with districts and Thames Valley Police
Contract performance	SKANSKA, Carillion, Adult Social Care block contracts
Use of s.106 monies	Update on progress since the PSC deep dive into s.106/Community Infrastructure Levy (CIL) payments.
Plans to tackle roadside NO2 concentrations	Council's approach to dealing with the impact of national policy to tackle roadside NO2 concentrations on Oxfordshire's transport network/ road infrastructure (i.e. ending the sale of diesel/petrol cars by 2040)
Strategic drivers	How the council is meeting its identified strategic risks, including council transformation and culture change, its relationship with external partners, building communities, etc.
Income generation	Scrutiny of the council's approach and plans for increased income generation.

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