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OXFORDSHIRE
COUNTY COUNCIL

Notice of a Meeting
People Overview & Scrutiny Committee
Thursday, 10 November 2022 at 10.00 am
Council Chamber - County Hall, New Road, Oxford OX1 1ND

These proceedings are open to the public

If you wish to view proceedings, please click on the live stream link on the website

Membership

Chair – to be elected
Deputy Chair - Councillor Kate Gregory

Councillors:	Imade Edosomwan	Michael O'Connor	Michael Waine
	Andy Graham	Nigel Simpson	Liam Walker
	Nick Leverton	Bethia Thomas	

Co-optees:

Notes: **Date of next meeting:** *12 January 2023*

For more information about this Committee please contact:	
Committee Officer	*Committee Services* *Email: jonathan.deacon@oxfordshire.gov.uk*

Stephen Chandler
Interim Chief Executive

November 2022

What does this Committee review or scrutinise?

- All services and preventative activities/initiatives relating to children, young people, education, families and older people.
- Enables the council to scrutinise it statutory functions relation to children, adult social care and safeguarding. Includes public health matters where they are not covered by the Joint Health Overview and Scrutiny Committee.
- This committee will also consider matters relating to care leavers and the transition between children's and adult services

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 4 working day before the date of the meeting.**

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 4 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.

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AGENDA

1. **Election of Chair for 2022/23**

2. **Introduction and Welcome**

3. **Apologies for Absence and Temporary Appointments**

4. **Declaration of Interests - see guidance note on the back page**

5. **Minutes** (Pages 1 - 10)

To approve the minutes of the meeting held on 16 June 2022.

6. **Petitions and Public Address**

Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.

To facilitate 'hybrid' meetings we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e., 9am on Friday 4 November 2022. Requests to speak should be sent to Jonathan.deacon@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A written copy of your statement can be provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

7. **Transitions Into Adult Social Care** (Pages 11 - 22)

To understand current progress in implementation and any associated improvement in the outcomes for young adults and to review plans for the future.

8. **Children and Adults' Social Care Workforce** (Pages 23 - 42)

People Overview Scrutiny Committee to understand current and anticipated demand and impact on funding and to make any recommendations on service sustainability in relation to the challenges and opportunities for workforce recruitment and retention.

9. **Adult Social Care Quality and Assurance** (Pages 43 - 54)

The People Overview Scrutiny Committee is recommended to review Oxfordshire County Council's plans for Care Quality Commission Assurance implementation in April 2023 and review progress to date towards readiness for assessment, what we know so far, and the actions planned to support the assessment framework.

It is also recommended that the committee discuss ways to support preparations through awareness raising, engagement and promotion of the good work being undertaken in Adult Social Care.

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10.   Co-Optee Recruitment Update

Item To Follow.

11.   Action and Recommendation Tracker (Pages 55 - 60)

The Committee is RECOMMENDED to note the action and recommendation tracker which is being used to monitor the implementation of formally agreed actions and recommendations.

12.   Committee's Work Programme and the Council's Forward Plan (Pages 61 - 96)

To NOTE the Committee's Work Programme and the Council's Forward Plan. It was requested in June 2022 that the current versions of the documents are provided at each meeting of the Committee.

 Close of meeting

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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 democracy@oxfordshire.gov.uk for a hard copy of the document.

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PEOPLE OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 16 June 2022 commencing at 10.00 am and finishing at Time Not Specified

Present:

Voting Members: Councillor Ian Corkin – in the Chair

Councillor Kate Gregory (Deputy Chair)
Councillor Imade Edosomwan
Councillor Andy Graham
Councillor Michael O'Connor
Councillor Nigel Simpson
Councillor Bethia Thomas
Councillor Michael Waine
Councillor Nick Leverton (substituting for Councillor Juliette Ash)

**Other Members
in Attendance:**   Councillor Tim Bearder (Cabinet Member for Adult Social Care)
Councillor Mark Lygo (Cabinet Member for Public Health and Equality)
Councillor Glynis Phillips (Cabinet Member for Corporate Services)

Officers: Karen Fuller (Interim Corporate Director of Adults), Claire Taylor (Corporate Director, CODR), Lorna Baxter (Director of Finance), Stephen Chandler (Interim Chief Executive), Emily Schofield (Head of Strategy), Victoria Baran (Deputy Director, Adult Social Care), Karina Russell (Senior Policy Officer), Elena Grant (Policy Officer), Tom Hudson (Principal Overview and Scrutiny Officer), Helen Mitchell (Interim Scrutiny Officer)

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

1/22   ELECTION OF CHAIR FOR 2022/23 MUNICIPAL YEAR
(Agenda No. 1)

It was proposed, seconded and **AGREED** that Cllr Corkin should be appointed Chair of the Committee for the 2022/23 municipal year. Cllr Corkin assumed the role of the Chair at this point.

2/22 **ELECTION OF VICE-CHAIR FOR 2022/23 MUNICIPAL YEAR**
(Agenda No. 2)

It was proposed, seconded and **AGREED** that Cllr Gregory should be appointed Deputy Chair of the Committee for the 2022/23 municipal year.

3/22 **APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**
(Agenda No. 3)

An apology for absence was received from Cllr Ash. Cllr Leverton substituted for Cllr Ash.

4/22 **DECLARATION OF INTERESTS - SEE GUIDANCE NOTE ON THE BACK PAGE**
(Agenda No. 4)

There were none.

5/22 **MINUTES**
(Agenda No. 5)

The Committee considered the minutes of the previous meeting. It was **AGREED** that the Chair should sign them off as an accurate record.

A query on the progress made against the undertaking to appoint key stakeholders and co-optees was raised. It was confirmed that this work was underway and educational appointees would be expected to be in place by the special meeting on educational matters scheduled for October.

6/22 **PETITIONS AND PUBLIC ADDRESS**
(Agenda No. 6)

There were none.

7/22 **ADULT SOCIAL CARE REFORMS IMPLEMENTATION UPDATE**
(Agenda No. 7)

It was noted by the Committee that the expected report from Helen Coombes was not present as it was not ready for publication. It was confirmed by Karen Fuller that it would be ready in time for the next ordinary meeting of the Committee in November. It was **AGREED** by the Committee to add this item to the work plan for the November meeting.

Cllr Bearder, Cabinet member for Adult Social Care, introduced the presentation. The Council spent almost half its budget on adult social care, making the changes faced in this area highly significant for the Council overall. The reforms to adult social care

meant significant increases in the number of people the Council would need to support. Without correct funding for such a significant increase in demand, the situation could prove very challenging for the Council.

Karen Fuller, Interim Corporate Director of Adults, proceeded with the presentation, providing background information on the requirements set out in Government policy and legislation on the reform of Adult Social Care and to provide an update on the approach to implementation in Oxfordshire.

The Health and Care Act 2022 involved multiple strands: the Build Back Better work, which includes the care cap; implementing CQC assurance for local government; integration with the NHS; Fair Cost of Care, which concerned reviewing the fairness and sustainability of care; and the publication of a Market Sustainability Plan. The first priority for the Council amidst this suite of reforms was to complete its work around Fair Cost of Care to meet the October 2022 deadline. Other work is however, proceeding concurrently. For example, legislative changes to the Liberty Protection Safeguards preparation. This work was confirmed to be underway and the Council will be responding to the national consultation in July. It was noted that the proposed changes would involve undertaking assessments on young adults aged 16 and over, requiring collaboration with children's' services also.

In response to the requirement from government that a Fair Cost of Care exercise be carried out, the Council would be using the government methodology and relevant tools and would be engaging an independent organisation to undertake the work to ensure impartiality and fairness throughout the process. Early research highlighted a number of important issues, including the relatively high number self-funders which the council potentially will have to support.

The implementation date for the care cap is scheduled for October 2023, but there is the opportunity that assessments can commence in April 2023 in a transition stage which does have some benefits as it does avoid a significant spike in workload caused by an expected increase in demand for assessments of approximately 50% in October. The Council, via the Oxfordshire Way transformation work in Adults has positively reduced waiting lists for assessment by 45% over the previous year which is positive compared to the national picture where waiting lists have increased.

A key pressure to be understood relating to the Fair Cost of Care is that there is no confirmation yet as to how much funding the Council would be allocated in relation to the outcome of the aggregation of the Fair Cost of Care reviews nationally by central government.

At present, the Assurance process is being designed by CQC but it is anticipated that they would include how the Council works with individuals, ensures safety within the system (including working with partners), and leadership within the local authority.

The Council was aware that with the significant changes much work would be necessary to ensure information for stakeholders was available online. The work for this was significant but underway. IT support was also being devoted to improving the efficiency of data-collection and sharing following initial care assessments as well as ongoing work.

Following the presentation, the Committee sought clarification on a number of matters. IN the first instance, the Cabinet Member was asked for his vision for the adult social care sector and how, in light of the duty on the Council to shape the market, it would be expected to look in the future. As a newly appointed portfolio holder, Cllr Bearder was currently meeting with key stakeholders whilst the outcome of the Fair Cost of Care exercise was being awaited to understand the issues prior to reforms then shaping the outlines of the market. Only when that was known would it be possible to take a firm position. In a broader sense, however, his vision was that people should be supported to remain within their own homes and communities for as long as possible and communicating the import of the reforms. An important part of communication and implementation was the adoption of digital technologies. Knowing that many older people do not, however, use technology, it was also recognised how well the Customer Service Centre was providing signposting.

Other issues raised included the shape of the social care market, which, through procurement, was undergoing a move away from care home provision, and towards prevention and care at home. However, it was also emphasised that the biggest change in the coming 18 months was over how care was funded and managing and responding to that would be the primary focus of the Council's activity. In the longer run, learning from the success of the Oxfordshire Way, the belief that any individual can be successful, through support from cross-organisational local support. That success meant that the county was performing very well overall, with 93.3% of care providers rated good or excellent by the CQC, and that radical changes, apart from those being imposed extraneously through the reforms, were unlikely.

The importance of maintaining a view of reducing the number of those waiting for the Council to do so something was emphasised. It was suggested that the Local Account, currently out of date, would be refreshed in the coming months. The Committee suggested this could act as a dashboard for Scrutiny to keep a view on progress in addressing waiting times for individuals.

Clarifications were also sought on the operation of the cost of care cap, the type of care homes which fell within the remit of the calculations, whether care homes currently in development were being included in calculations, and the capacity to deliver the increased number of care assessments the Council would need to provide.

It was **AGREED** that the Scrutiny Officer would follow up as to how the Committee could continue to monitor progress and standards.

No recommendations were made in relation to this item.

Cllr Bearder, Stephen Chandler and Lorna Baxter left the meeting at this point in the meeting.

8/22   **DRAFT VOLUNTARY AND COMMUNITY SECTOR STRATEGY**
(Agenda No. 8)

Mark Lygo, Cabinet Member for Public Health and Equalities introduced the report. The Council recognised the value of the voluntary and community sector, contributing to society in ways that local government could not. During the pandemic public involvement in volunteering had increased substantially. This has included a new level of engagement and collaboration with the statutory sector. There is considerable ambition within the VCS to retain this new culture to drive efficiency, flexibility, and responsiveness. The Council, likewise, wished to build, develop and foster these relationships and outcomes. The embryo for this strategy was from an LGA peer review in 2019, with work continuing to develop the strategy from then on. In September 2021 the Cabinet approved the development of a VCS strategy, to be co-produced with the sector. The aim was to consider the Council's commitment to the sector and analyse and align relationships and funding – to create a clear and cohesive strategic approach across Oxfordshire as a whole.

Co-production and engagement had been central to the development of the strategy, with the Council going above and beyond what would be expected to garner the views of communities across the county. The Council had also directly engaged the district councils in the county, and via them parish councils also. Five priorities and a number of underpinning commitments were agreed through a VCS and public sector co-production working group, based on the input from an externally held workshop. The priorities were:

(a) Collaboration and Networking
(b) Volunteering and Social Action
(c) Capacity and Skills
(d) Supporting a Sustainable Sector
(e) Reducing Inequalities

The Council aimed to continue to promote and champion the VCS, strengthen partnership working, work collaboratively with the VCS to address long-term challenges, promote the value of social action and volunteering, upskill volunteers and address barriers to volunteering, help with VCS with access to and understanding of data about local communities, and tackle inequalities, including digital exclusion.

In response to the presentation the Committee queried the degree to which the strategy tended towards working with larger voluntary and community sector organisations, and whether harder to reach groups, and particularly the views of younger people had been sufficiently heard. A number of explanations and caveats were put forward in relation to this, including the fact that the strategy's purpose was to develop the capacity of the sector overall, and not one element of it, that pragmatically it was necessary to work with those with greatest capacity to develop the sector and that they tended to have the spare capacity to contribute to strategic discussions, that notwithstanding the previous point smaller groups (and indeed individuals) had been involved in the consultation, and young people had been involved. The Committee determined that they should still raise this issue as a recommendation.

The other key area of discussion concerned the apparent prioritisation of adult services over those of children and young people within the strategy. Given that the

Committee considered that many of the capacity challenges and workforce recruitment and retention issues across the sectors were similar, that an equivalence of priority was merited. With regards to spending on commissioned services, it was noted by the Committee that spending on adults was six and a half times that of children and young people. A number of points were made in response to this, including the fact that the strategy itself was one which was designed to support the entire sector, rather than specific elements within it. It was neither for adults nor for children. As part of the consultation, Children's Services had expressed no concerns. The spending on commissioned services, though technically accurate, without context around understanding the size of the different cohorts and the proportion of services commissioned to the voluntary sector gave a misleading impression. The Committee noted that if this were the case, the Council ought to look further into the differences in approach to ensure opportunities were not being missed, and that that if members had picked up that there was a preference for adults over children within the strategy, members of the general public might do so also if left unamended.

The following action was **AGREED**:

1)   That the Scrutiny Officer would draft recommendations based on the discussion for sign-off by the Chair and vice-Chair relating to consultation with businesses, and joint-working with other local authorities on an app, and that the Committee would sign off any forthcoming report remotely.

NB The recommendations ultimately agreed were as follows:

Recommendation 1: That the Council undertakes specific additional consultation with smaller voluntary sector groups to ensure its proposals support their needs also.

Recommendation 2: That the Council uses the forthcoming work by the consultation and engagement team to seek informed views on children and young people on the draft voluntary sector strategy.

Recommendation 3: That the Council assures itself that the draft strategy does not deprioritise the needs of younger people over older people.

Recommendation 4: That the Council investigates the reasons behind the difference in spending on commissioned services for adults and young people and investigates whether the difference in approach means opportunities for better services or value for money are being missed.

Recommendation 5: That the Council amends its draft strategy to prevent the impression being given that the needs of children and young people are of lesser priority than older people.

9/22   DIGITAL INCLUSION STRATEGY
(Agenda No. 9)

Glynis Phillips, Cabinet Member for Corporate Services introduced the report. Digital inclusion was defined as 'ensuring the benefits of the internet and digital technologies are available to everyone' and covered both access to the internet and the ability of individuals to use it. The pandemic had reinforced how vital digital services were to everybody's lives, being fundamental to employment, financial management and social interaction, as well as being more and more relied on for health services also. However, not everybody is able or wishes to access or use this technology, meaning an ongoing challenge exists for the Council in how it provides for such people in an increasingly digitally focused environment. Key groups within this category included, amongst others, those living in rural areas, people living in social deprivation, carers and small businesses. Library and heritage services perform a key function in this regard, providing free access to wifi and computers for users, but also trained staff and volunteers to provide support. Over 8000 applications for services such as blue badges and bus passes had been enabled in this way.

The Strategy covered three key areas: digitally inclusive communities, service delivery, and the workplace. Working alongside partners, a digital inclusion charter had been developed and was being consulted on. When agreed, as many organisations as possible would be encouraged to sign up to the principles as possible. Progress against the strategy, via an action plan to deliver the strategy, would be presented annually.

In response to the presentation the Committee focused its questioning on a number of issues. Good practice from elsewhere in relation to making libraries (and their IT services) accessible for those with children, or those who work was explored. The importance of libraries as the first port of call for many digitally excluded individuals was recognised and it was confirmed that work was already being undertaken by the Council to review the needs of local residents in relation to library access.

The challenge and capacity of the Council to ensure that responsibility for improving digital inclusion was embedded corporately rather than located within a particular team was discussed. In readiness for this, the Council had already moved from a hardware focus to a service focus, with dedicated IT staff for each directorate tasked with understanding the IT requirements to deliver their services as part of the wider corporate offer. Likewise, non-IT staff were being trained to support individuals with use of IT in the course of their existing roles. The importance of this was noted particularly in ensuring that vulnerable users were not exposed to unacceptable levels of risk when using the internet.

Specific groups who might struggle particularly with digital access were identified and issues discussed. In addition to library provision, central government's Project Gigabit had been of significant help in increasing broadband access for those who might face cost of living challenges, with over 240 community properties being equipped to provide free wifi. Full fibre broadband was being rolled out across the entire county, meaning rural areas would, as the project continued, have full access to fast internet speeds. It was confirmed that all looked-after children were in receipt of ipads, with support being given to maintain the hardware and train the young people on their usage.

The Committee discussed two issues on which it made recommendations. The first concerned the relative lack of priority within the strategy for supporting small and micro-businesses to realise the benefits of the internet. It was recognised in response to questions on this that the Council had relied on district council partners for information around this, rather than consulting relevant businesses directly.

The second area of recommendation concerned the opportunity to lead on developing shared apps between district, parish and county councils. At present, Council staff were prioritising making the website more user-friendly, but the Committee suggested that with other districts looking into this idea, that there was a possible opportunity for joint working which might be of benefit to residents. Further discussion was held over the potential scope of an app or apps, given the breadth and variety of ways in which residents interact with their local authorities, and the need not to ensure the any app remained intuitive and easy to use.

The following actions were **AGREED**:

1)   That a progress update report on the Digital Inclusion Action Plan come to the People OSC in 12 months
2)   That the Scrutiny Officer would draft recommendations based on the discussion for sign-off by the Chair and vice-Chair relating to consultation with businesses, and joint-working with other local authorities on an app, and that the Committee would sign off any forthcoming report remotely.

NB The recommendations ultimately agreed were as follows:

Recommendation 1: That the Council approaches Oxfordshire Association for Local Councils to investigate the appetite amongst parish, town, district and city councils on digital inclusion, particularly in relation to access to broadband, online safety and app development.

Recommendation 2: That the Council consults directly with businesses, particularly smaller ones, on the barriers they face to ensuring the benefits of the internet are available to them and develops actions to support any new issues identified within the Digital Inclusion Action Plan.

10/22   HOME TO SCHOOL TRANSPORT POLICY WORKING GROUP - PROJECT PLAN
(Agenda No. 10)

Helen Mitchell, Interim Scrutiny Manager, introduced the Home to School Project Plan. It was noted that meetings had been delayed, with the expectation that the meeting should proceed in late June or early July.

It was **AGREED** that:

1)   That any draft report and recommendations should be agreed by the Scrutiny Officer, the Chair and Deputy Chair of People OSC, and the Chair of the working group.
2)   The Project Plan be accepted and the working group set up accordingly.

11/22 COMMITTEE'S WORK PROGRAMME 2022/23 AND THE COUNCIL'S FORWARD PLAN
(Agenda No. 11)

The Committee considered the draft work programme for the forthcoming year.

It was **AGREED** that the work programme would be considered, in conjunction with the Cabinet Forward Plan, as a standing item at each meeting.

Following consideration of the Cabinet's Forward Plan, it was noted that the Council intended to begin a procurement exercise for Domestic Abuse services, it was **AGREED** that the Principal Scrutiny Officer would agree opportunities outside the meeting for the Committee to consider this topic, and for it to be run in conjunction with the HOSC.

It was **AGREED** that the proposed report on learning from Covid would consider both learning for schools, and also learning for the County Council.

The benefits to the Committee of having multiple working groups being led in a single year by the same member was called into questioned. Consequently, it was **AGREED** that the Principal Scrutiny Officer would work to develop project plans bearing this in mind, and that the Committee could sign these off remotely. Lead members were confirmed as being Cllr Thomas for the Food Strategy Action Plan, and Cllr Simpson for Family Centres. It was requested that a list of all those who had received transition funding be provided to Cllr Simpson.

12/22 ACTION AND RECOMMENDATION TRACKER
(Agenda No. 12)

The proposed action and recommendation tracker was **NOTED**.

13/22 DEVELOPING THE OVERVIEW AND SCRUTINY FUNCTION
(Agenda No. 13)

It was explained to Members that officers were in the process of drafting a number of protocols to regulate a number of the key functions of the Scrutiny function, the Cabinet/Scrutiny relationship, the formation of working groups, and call-ins. Members were advised that their input was sought but the documents were not currently ready. It was **AGREED** that Member views would be passed back via e mail.

………………………………………………….. in the Chair

Date of signing ……………………………………………….

Divisions Affected – All

People Overview & Scrutiny Committee - 10 November 2022

Transitions into Adult Social Care

Report by:

Karen Fuller – Interim Corporate Director of Adult and Housing Services

Kevin Gordon – Corporate Director for Childrens Services

RECOMMENDATION

1. **The People Overview & Scrutiny Committee is RECOMMENDED to** note current progress in supporting young people on their journey into adulthood and comment/make recommendations on plans for the future.

Executive Summary

2. As requested by the Committee this report describes Oxfordshire's approach to supporting young people through their transition into adult services and the development and implementation of the Moving into Adulthood team in June 2021.

3. The principles of this new model were co-produced with young people, families and health, education, and social care professionals. The key recommendations were for the young person and family to have a named worker, the adoption of a case management model, to start planning earlier with a focus on outcomes.

4. The report describes how the new service is delivering on these recommendations and the impact that this is having on the young people and their families. It also highlights initiatives the service plan to deliver in the coming months as it continues to develop and improve its offer to young people on their journey into adulthood.

Background

5. The years of adolescence and early adulthood are a time of change, uncertainty, and often anxiety for many young people and their families. This is even more the case for young people who require support due to their experiences of disability, long term condition or illness, or as children in need and the barriers they often face to create the same opportunities as their peers.

6.   The need for improved support for young people transitioning to adulthood, supported by social care was identified through feedback from young people and their families, staff in children's and adult services, and through Ofsted inspections and good practice guidance, which highlighted issues and potential improvements. The feedback highlighted that young people's experiences of support through transition into adulthood were variable, and too often people experience delays, and problems with communication and co-ordination.

7.   The consequences of poorly co-ordinated transition arrangements can lead to safeguarding risks and costly or unnecessarily restrictive placements, as well as complaints, anxiety and distress for families who already have exceptional responsibilities in their caring roles.

Co-production

8.   In response to this a co-production group formed of young people, families and front-line staff worked together to develop recommendations for improving transition into adulthood with support from social care services – the focus was on the transition between children's social care and adult social care services. The group did not review the transitions between other services, for example between children's and adults' mental health services.

9.   The group met eight times to discuss their experiences of support and how things could be improved. In total the co-production project involved 108 people, a mix of people using services, carers, providers, and staff.

10.   Best practice was taken into consideration when developing the recommendations including visits to Kent and Hampshire, discussions with Essex County Council, reviewing service descriptions from other areas and reviewing guidance from the National Institute for Care and Health Excellence (NICE)[1].

11.   The co-production group presented to the council a comprehensive set of proposals that described what a well-supported transition from children's to adult services would look like. They recommended that the council should develop an all-age social care pathway for young people whose disabilities span their lifetime, closely aligned with health and education pathways. Annex 1 shows an example output from the co-production work with children, young people, and families. A diagram showing the co-production journey is available in Annex 2.

12.   These proposals were well received by the project sponsors who approved phase two of the project – to translate the recommendation of the co-production group into a full business case. This work developed several options for how the council might organise its approach to transitions. An extensive and robust

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[1] Transition from children's to adults' services for young people using health or social care services - Feb 2016 (nice.org.uk)

option appraisal was scrutinised by the senior leadership across children's and adult social care. The implementation of an 'all-age' service was agreed at Full Council in February 2020. However, the Covid-19 pandemic delayed the implementation of the service and to ensure funding for the model could be sustained implementation via an 18–25-year-olds with an in-reach into Children's services from the age of 16 was agreed.

Moving into Adulthood Service

13. The Moving into Adulthood service (MiA) went live in June 2021. The service transformed Oxfordshire County Council's approach to supporting young people and their families through transition from children's services to adult social care services.

14. The service delivers a model of support that works with young people aged 18 up to 25 years and their families as well as in-reach into children's services, schools, and colleges from 16 years to build positive relationships early in preparation for a successful move into adulthood.

15. The social care team, comprised of social workers and co-ordinators, work to achieve successful outcomes in a strengths-based way that prevents the need for statutory support and promotes opportunities for people to live as independently as possible in their own community.

16. The objective of the service is to support young people to achieve personal positive outcomes as they move into adulthood across the following domains:
    - Living as Independently as Possible
    - Education and Employment
    - Good Health
    - Friendships and Being Part of the Community
    - Keeping Safe

Named worker / case management for effective relationship building

17. At age 16 each young person is provided with a named MiA caseworker, who provides a single point of contact for them and their family throughout their journey into adulthood.

Earlier identification and planning

18. To achieve the objectives referenced above earlier identification and planning for young people is essential. This is being achieved through the following activities:

    - The service is building strong professional relationships with schools and colleges, with each setting having a named MiA link worker. This provides them with a first point of contact in relation to transitions, supports the flow of information from the service to the schools and

onwards to the children and their families. These relationships support the early identification of young people that may require support from the MiA team as they approach 16.

- The MiA team in-reach into children's planning processes in schools and colleges from the age of 16 to ensure good information and advice is available, and strong relationships are established early.

- Monthly social care transitions meetings are chaired by the MiA team, the meetings are attended by colleagues from across key services such as Children We Care For, Children with Disabilities, SEN Teams. The meetings focus on the identification and support required of children and young people from 14 years already known to the services, enabling MiA to get involved at an earlier stage and begin planning.

Improved information and communication

19. Feedback from parent carers, young people, schools, colleges, and the Moving into Adulthood co-production group identified that the information available to young people and families in relation to their journey into adulthood could be improved.

20. The MiA team work closely with schools, colleges, and the Oxfordshire Family Support Network to deliver webinars, focus groups and engagement events with parents and young people. These cover topics such as support living, mental capacity act and what support might look like for post-16s and post-18s.

21. Oxfordshire Family Support Network have also been commissioned to produce a Moving into Adulthood guide for families which will published later this year.

22. In addition to this, the Oxfordshire post 16 network of families, schools, colleges, social care, and other key partners was relaunched in early 2022 as families agreed this was a successful way of communicating for them.

Outcome based approach

23. The MiA team's approach to work with children and young people is very much focused on what the individual wants to achieve. They are encouraged to identify and discuss what their aspirations and their passions are, whether these be social, educational, or vocational.

24. This team also works very closely with the young person's parents/family/carers as this can often represent a time of significant change for them. Together the team and the young person's loved ones work together to support them to achieve their own personal aspirations.

25. To support this, the team have developed resource guides that document the opportunities and support that is available within localities across the county. This information is invaluable in enabling the team to support the young person to achieve their outcomes.

26. The team is committed to delivering a person-centred, family-focused service, that supports young people towards achieving their outcomes. This is being evidenced through the following activities:

- Regular case audits are carried out within the team, part of these audits focus on reviewing the extent that strengths-based, outcome-focused methods are being used. With feedback to front-line staff provided as required.

- All members of the team complete the 'Working with families' training delivered by the Oxfordshire Family Support Network.

- A worker from each of the Oxfordshire Employment Service and Community Connections teams will work alongside the MiA Team to focus on identifying supported apprenticeship/internships and opportunities in the voluntary and community services to improve the young person's wellbeing.

Links with other services

27. In addition to the improved links with education establishments referenced above the introduction of the MiA team has also strengthened process and relationships in the following areas:

Adults' / Children's Social Care

28. The Multi-Agency Placement and Commissioning (MAPaC) decision panels are a key example of how ASC and CSC are working better together. The meetings take place fortnightly and are attended by Adults Social Care, Children's Social Care, Education, Continuing Health Care, Commissioning and Brokerage colleagues. These meetings enable funding decisions to be taken jointly by social care, education, and health. MAPaC streamlines the previously disjointed process and enables a holistic view to be taken of the young person and decisions made accordingly.

29. Children's and Adults' Social Care teams also undertake joint training in areas such as Mental Capacity Act Overview, the role of social care in SEND and, importantly, the Working with Families training delivered by the Oxfordshire Family Support Network.

Special Educational Needs and Disabilities (SEND)

30. A key strategic objective of the SEND service, as highlighted in the recently published Oxfordshire Local Area SEND Strategy 2022-27, is to support in the positive move into adulthood for young people with SEND. The MiA team work closely with colleagues in the Preparing for Adulthood team in children's services and the schools and colleges on the early identification of young people to provide support on their journey into adulthood. To support the delivery of this strategic objective a designated Social Care Officer has been appointed to specifically focus on the links between the MiA team and SEND.

Commissioning

31.   The MiA are proactively involved in commissioning process for services that support the transition from children's to adult services in a way that had not been possible previously. In particular the team are focussed on supporting the development of supported living services in the county that can be used as an alternative to out of county residential college placements. We know that from an outcomes perspective it is better for people to be based close to family and friends in communities that they know. These services are also much more cost effective and deliver better value for money for the council.

Health

32.   Quarterly Health Transitions meetings are chaired by the Oxford Health Learning Disability Team, these meetings ensure that the health care of young people is taken into account during their transition alongside the social care aspects. Key partners involved in these meetings alongside the MiA Team are the Learning Disability CAMHS Team and the Continuing Health Care Team.

Voluntary and Community Services

33.   The team have also established positive links with voluntary and community sector partners such as the Oxfordshire Family Support Network (OxFSN), who have been supporting with improved communications to young people and families and on joint training across Adults' and Children's services. See paragraph 44 for feedback on this relationship from OxFSN.

Impact on Young People

34.   Currently the team is actively supporting **385** young people to plan for their journey into adulthood. Since the team was formed in June 2021 it has worked with a total of **560** young people.

Earlier identification and support

35.   The teams have focussed on developing metrics that can evidence that we are identifying and supporting young people earlier, which leads to smoother transitions with fewer decisions made at a time of crisis.

36.   Percentage of people open to MiA or who have had an assessment by their 18th birthday - Currently 85% of the people open to MiA had an assessment by their 18th birthday. The team is working towards this becoming 100%.

37.   Percentage of people that were referred to MIA at age16 - Currently 21% of all referrals to the MiA team are for 16-year-olds. Due to the improved working with partners described in this paper it is expected that this figure will increase over time.

Improved transitions

38.   A great example of how the team is supporting improved transitions is in relation to the work that is done to support young people out of residential education establishments back to the family home or into supported accommodation. To date the MiA team have supported 27 young people with this transition. Due to the earlier identification and the support provided by the team these have been well planned, smooth transitions. Without the need for decisions to be rushed or taken at a time of crisis, which can be stressful for workers, young people, and their families.

Innovative solutions

39.   The MiA team works alongside the Adult Social Care Community Connections team to support families who wish to set up supported living for their young people and others. This enables those young people to move out of high cost, out of county residential placements into supported accommodation in Oxfordshire.

40.   Working collaboratively to obtain the support of local communities is fundamental in enabling this approach to be successful. Social care and commissioning teams work closely with communities to aid this type of support to be accepted locally. This enables young people to achieve their desired outcomes by living closer to their family and friends whilst maintaining a cost-efficient approach to the delivery of locally based support.

Feedback from young people, families, and our partners

41.   The team worked with young people and families to co-produce a Let's Talk Survey which enables families to provide anonymous feedback on the service they are receiving from the MiA Team. Positive comments, such as those shown below, point to improved outcomes for young people and their families:

- "All suggestions & advice has been fantastic, and we are all very grateful for all of the support given to us"

- "Social worker is well informed and gives clear responses to queries"

- "There are many things that Z and I really appreciate about working with you. These include:

    1. Honesty. We trust what you say to us. You deliver even difficult messages in a sensitive manner and reach agreement with us productively. You have a sensitive, successful way of challenging me when I need to be challenged which helps me move my thinking on whilst leaving me feeling supported and listened to.

    2. Availability. When we need you, you communicate quickly by text or email to arrange a suitable time to talk. When your availability to talk is

not for a few days you explain this and set a date and contact us as agreed.

3. Being able to support us from where we are. We have been emotionally exhausted by 'the system" for many years, having to fight every step of the way to navigate mystical LA SEN policy, assessment, and procedure. This has left us jaded, mistrusting and often in fight mode. You seem to have recognised this, been able to meet us where we are and are helping us to work with you. This is our first experience of ever feeling like we are working with an LA representative

Thank you for your support. We really value and trust your work with us"

- "I want to acknowledge that Kingfisher School are already working with the 'Moving into Adulthood' team and have been very encouraged by the knowledge, skills, and commitment to establishing a positive relationship with individual students and their families that members of that team have demonstrated"

- "Can I say how professional and helpful your interaction with A and myself has been. You quickly grasped what A's requirements were and you have acted quickly and efficiently to put his Direct Payments and financial review in order. It is very refreshing to actually believe the system to protect my wonderful son can work and my own stress has alleviated enormously. He will always be our primary concern but if we and OCC can work together it makes the journey seem lighter."

42. The Oxfordshire Family Support Network is one of the team's key partners in delivering joined up support for young people moving into adulthood, below is a quote from them regarding their working relationship with the MiA Team:

- "The moving into adulthood stage is one of the most stressful times for families and can be a time of real anxiety and uncertainty. So, at OxFSN we were delighted when this team was formed.

  We believe that the working relationship between OxFSN and the Moving into Adulthood Team is an example of co-production at its best and here's why...

  Right from the start, under the leadership of Sam Harper, the team have had a real commitment to working well with families. The whole team did the OxFSN Working with Families training and have demonstrated from the beginning a keenness to listen to families and work with us in order to get families input when they are seeking advice and information. Subsequently, the MIA team have been closely involved in developing the Moving into Adulthood Handbook and other materials which will benefit both professionals and families. We have continued to find the MIA team to be responsive when OxFSN approach them – we always get a reply and equally, the MIA team are proactive in referring families to us when they recognise they may need additional support.

As a result, mutual trust and a respectful working relationship has been developed, leading to a productive approach to supporting families during this most difficult stage."

Future Plans

43.   The service continues to develop and improve its offer to young people, the following initiatives are planned over the coming 12 months:

- Expanding the "Chair my own review" initiative – Chairing their own review puts the young person front and centre of the review process. It provides them with choice and control and ensures that they can voice they aspirations for the future. The team have facilitated a number of reviews in this way already and want to encourage more young people to take up this option where they are able to.

- Work closely with Oxfordshire Employment Service (OES) to develop supported apprenticeship/internship opportunities for young people. A named OES worker will be attached the MiA Team to specific identify and facilitate employment opportunities for young people transitioning into adulthood.

- Continue to work closely with the Community Connectors team to identify opportunities for young people to get involved in on the days they are not attending an educational setting. These opportunities are often in voluntary or community services and focus on opportunities to improve the young person's wellbeing.

- Align Moving into Adulthood planning with the Planning Lives Process which takes place at the Year 9 review (age 14). This will provide young people and their families an opportunity to develop a single plan focusing on their aspirations for the future that takes into account their education, health, and care support requirements.

- Further promote the Let's Talk survey - The team will continue to promote this survey and encourage young people and their families to complete it. Managers in ASC are working with colleagues in Corporate Services to identify the most effective channel to distribute the survey as well as the most appropriate times to ask for the feedback e.g., following initial review, following a service provision etc. The information gathered from the survey will be critical in the continuous improvement of the service the team offers.

Karen Fuller – Interim Corporate Director of Adult and Housing Services
Kevin Gordon – Corporate Director for Childrens Services

Annexes: Annex 1 Example feedback from Children & Young People
                            Annex 2 MiA Co-production Journey

Background papers: Nil

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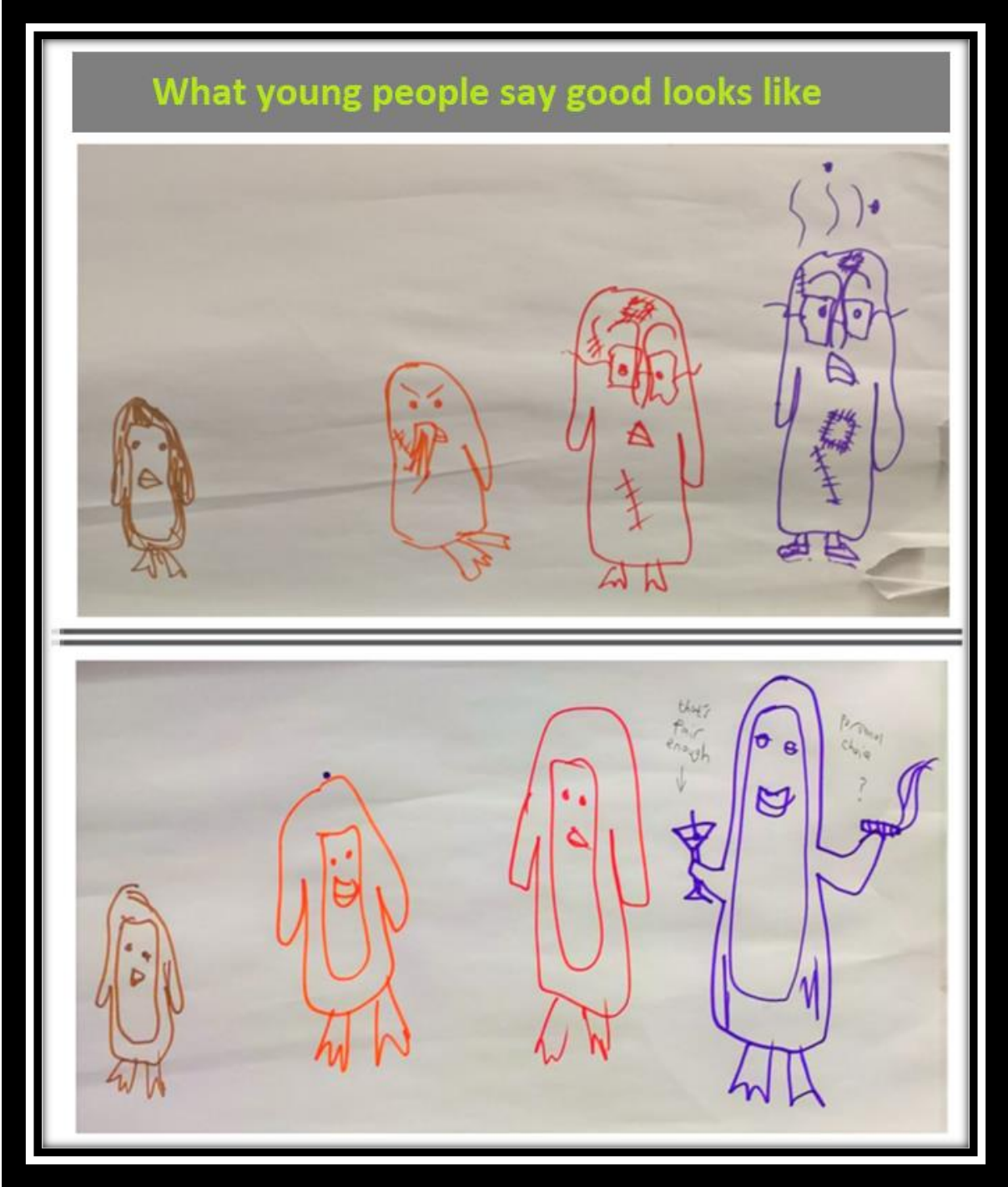
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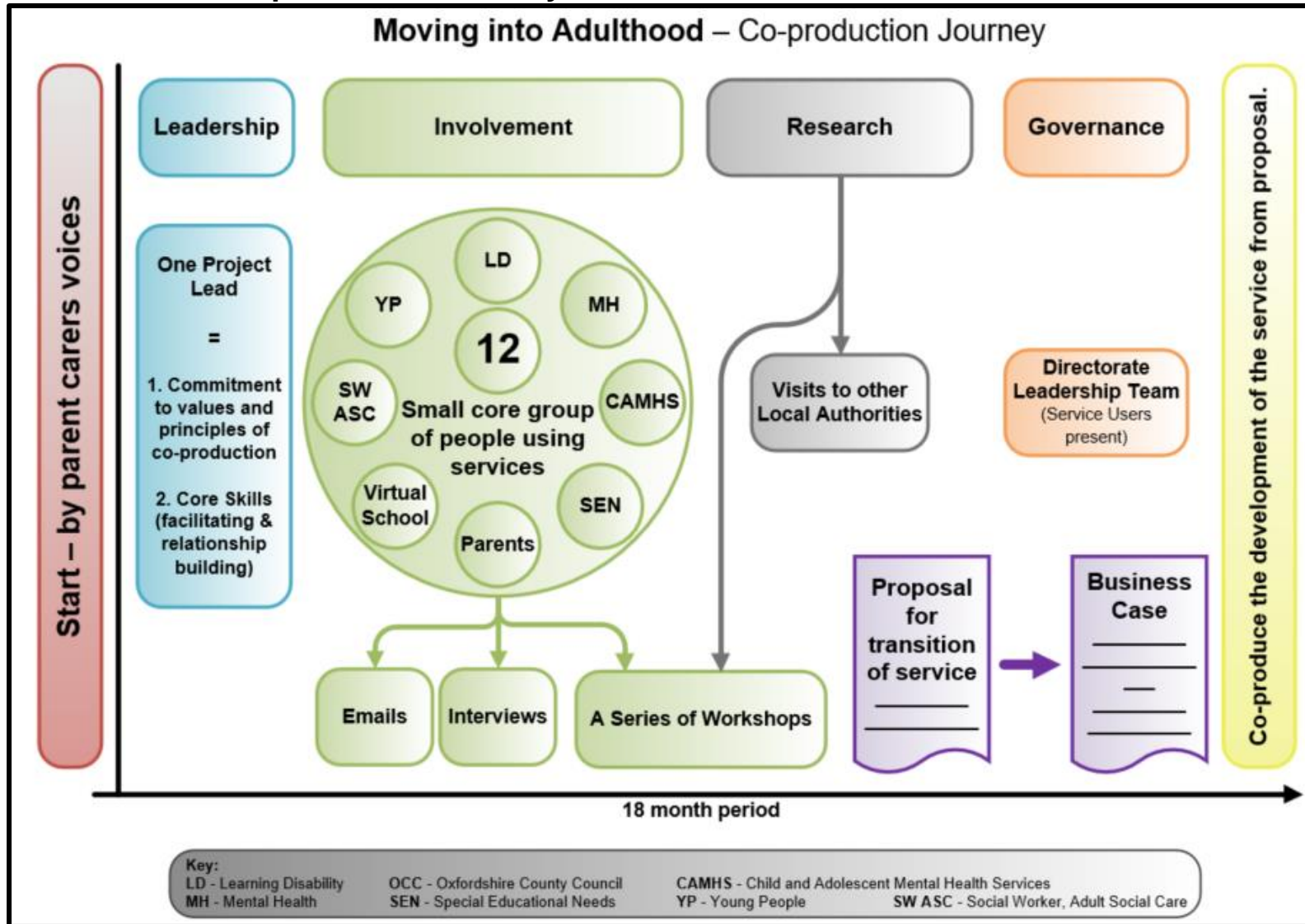   darren.moore@oxfordshire.gov.uk - 07557082586

November 2022

Annex 1 - Example feedback from Children & Young People

This is a picture a member of the co-production group drew to show what we don't want to happen and what we do want to happen as young people grow up.

Annex 2 - MiA Co-production Journey

Moving into Adulthood – Co-production Journey

Start – by parent carers voices

Leadership

Involvement

Research

Governance

Co-produce the development of the service from proposal.

One Project Lead

=

1. Commitment to values and principles of co-production

2. Core Skills (facilitating & relationship building)

LD

YP

MH

12
Small core group of people using services

SW ASC

CAMHS

Virtual School

SEN

Parents

Visits to other Local Authorities

Directorate Leadership Team
(Service Users present)

Emails

Interviews

A Series of Workshops

Proposal for transition of service

Business Case

18 month period

Key:
LD - Learning Disability
MH - Mental Health
OCC - Oxfordshire County Council
SEN - Special Educational Needs
CAMHS - Child and Adolescent Mental Health Services
YP - Young People
SW ASC - Social Worker, Adult Social Care

Divisions Affected – All

PEOPLE OVERVIEW AND SCRUTINY COMMITTEE - 10 November 2022

Children and Adults' Social Care Workforce

Report by:

Kevin Gordon
Corporate Director of Children's Services

Karen Fuller
Interim Corporate Director of Adult Social Care

RECOMMENDATION

1. **People Overview Scrutiny Committee is RECOMMENDED to** note the current and anticipated demand and funding challenges in relation to service sustainability, workforce recruitment and retention; and the opportunities detailed in this report.

Executive Summary

2. This report provides an overview of the children and adults' social care workforce (both internal and external), recruitment and retention challenges and opportunities. It discusses the factors influencing current and anticipated demand, funding, and related service sustainability.

Overview of the Oxfordshire workforce

3. The social care workforce in Oxfordshire is made up of a combination of people who are directly employed by the Council (referred to throughout this paper as "internal workforce"), and those who are employed by our care providers (referred to throughout this paper as "external workforce").

4. The social care workforce is made up of a diverse range of roles. Professional roles include social workers, registered managers of social care settings and occupational therapists. Non-professional roles include commissioners, care workers, project managers, cleaners, co-ordinators, and administrators.

5. The Council directly employs 935 (811.21fte) people in Adult Social Care and 1,157 (1,012.35fte) people in Children's Social Care.

6.   In Oxfordshire the independent (private and voluntary) sector employs 14,500 workers in residential homes, homecare agencies, and day centres. (Skills for Care data).

7.   An estimated 1,300 are Personal Assistants, providing care, ranging from personal care through to help with cooking and social activities. (This includes Personal Assistants who provide care to children and provide care on behalf of the NHS).

8.   It is important to recognise that many carers are unpaid and also contribute their skills, time, and compassion to loved ones. Estimates vary, but it is likely that around 11.1 million people in the UK provide unpaid care to another person, (adult or child), with additional health needs.

9.   Social Care and its skilled workforce add £50.3 billion per year to the national economy, Skills for Care also found in 2021 that monetising the value of adult social care adds a further £7.9 billion to this figure.

Council Wide Challenges and Activity

10.   The cost of purchased and rented accommodation remains high making Oxfordshire an expensive place for key workers to settle. The council is refreshing its information to support Key Workers to find affordable housing, but it should be noted that the Government's Help to Buy Equity Loan Scheme ends in March 2023.

11.   As part of the Delivering the Future Together Programme an enhanced Employee Value Proposition is being developed aimed at making Oxfordshire County Council the employer of choice within the local market, through delivering excellent learning opportunities to new and existing staff members as part of an enhanced wellbeing, recognition, and support offer. A key part of this offer is the recently launched Vivup app, available to all council staff, providing a way for staff to recognise the achievements of peers as well as a range of offers and discounts with local and national retailers across all sectors.

Recruitment and Retention Challenges in Adult Social Care

12.   The recruitment and retention challenges that exist in Oxfordshire are also widely reported at national level.

13.   Nationally the number of vacant posts across social care provision has increased by 52% in the last year, with 165,000 positions vacant nationally (*Skills for Care Workforce Intelligence Report 2021/2022*).

14.   Skills for Care also model the additional pressure of estimated 480,000 new posts required nationally by 2035 to meet the projected 26% increase in people over 65, whose life is either significantly impacted by limiting long term illness or who have moderate learning disability (Projecting Older people Population Information and Projecting Adults Needs and Service Information).

15.   The challenges faced in the social care sector have been the subject of heightened focus in the wake of the pandemic. A recent report by the Migration Advisory Committee (MAC, 2022) provides a thorough review of the issues recognised as contributing to this vacancy rate at a national level.

16.	In Oxfordshire, we recognise many of the national issues cited in the MAC report including:

i.	Impact of Brexit. Although there is no universal dataset that links migrants' immigration status with their employment, anecdotal reports from industry experts suggest a significant proportion of frontline workforce was sourced from the EU, especially Portugal and Spain.

ii.	Post-Brexit, international recruitment via the care worker visa programme is expensive and complicated. An Oxfordshire provider delivering homecare and reablement in Oxford City has reported that the cost per Senior Care worker they have recruited from the Philippines is £10,000. Since the end of Freedom of Movement, the immigration system has become more restrictive for European Economic Area (EEA) workers, who no longer have unrestricted access to jobs in the sector; but it has become more liberal for non-EEA workers, who can now work in a wider range of social care roles. The Skilled Worker route – called the Health & Care Worker visa for the subset of occupations in health and social care – is the most direct route into the social care workforce. Applicants to the Skilled Worker route must be sponsored by an eligible employer, speak English to a required level, and work in a job that is categorised to be skilled to at least RQF level 3 (NVQ3, A-level or equivalent). The annual salary threshold for this type of visa reduced in 2021 to £20,480, bringing more frontline care roles into scope for the scheme.

iii.	The workforce reports feeling exhausted and demoralised after the Covid pandemic

iv.	Shift patterns create barriers for part time workers e.g., working parents

v.	Relatively low wages for what can be a challenging job (compared to retail, for example). Data provided by OxLEP in 2021 (Appendix 5) illustrates comparative wages per worker in Oxfordshire, broken down by sector.

vi.	Conditions of employment such as pension and other benefits tend to be less attractive for the external workforce employed in the independent sector when compared to the internal workforce employed by the Council

vii.	Social care roles are perceived to be unskilled jobs with little career progression.

17.	Locally we find the additional issues also have an impact:

i.	Very high cost of living in Oxfordshire

ii.	Rurality of county, so many roles require car/ability to drive which creates a barrier to entry

iii.	Strong competition from other sectors in a buoyant local labour market. For example, in Oxfordshire in November 2022, ASDA are advertising for retail assistants at £10.70 per hour, and St Hugh's College Oxford are advertising for waiting staff at £10.50 per hour. Skills for Care data (Appendix 1) reports that the median hourly rate for a care worker in Oxfordshire in 2021/22 was £9.50.

18.	Turnover in the internal workforce in adult social care is fairly consistent and for quarter 2 of the current year is 3.8%. This is lower than the Council turnover rate of 4% for that quarter. Across the rolling calendar year turnover is 13.9%, compared to 13.4% across the council. Reasons for leaving are equally split between alternative employment and personal reasons. Average length of service is almost 10 years.

Whilst turnover has not seen any significant change, recruitment to vacancies has become more challenging.

19.   Adult Social Care provides up to three Social Work apprenticeships per year and is working to provide clearer 'professional pathways' to attract applicants and to offer career progression opportunities in specialist fields. This is backed up by a robust ASYE (Assessed and Supported Year in Employment) programme for newly qualified social workers. Adult Social Care also currently employs three Occupational Therapist apprentices and is actively exploring how the programme can be widened to include other apprenticeship pathways. We have strong relationships with universities. This includes offering work placements during students' study periods and supports our success in recruiting newly qualified staff.

Recruitment and Retention Challenges in Children's Social Care

20.   There is significant financial pressure across children's social care services, with total national spending now in excess of £10.5 billion in 2019/20. The Local Government Association (LGA) estimated in 2019, based on funding levels at the time, that children's social care would face a £3 billion funding gap by 2025 just to maintain existing levels of support.

21.   The impact of these financial pressures is compounded by the harmful effects that the COVID-19 pandemic has had on children and families. The increased spending pressures are driven, in large part, by increased pressures at the most acute end of the system. Whilst the number of Children in Need has remained relatively stable, at around 4200, the number of more intensive interventions has increased.

22.   Against this background of increasing service demand, the latest workforce data issued Department for Education (DfE) shows the number of social workers leaving their roles in 2021 increased by 16% on the previous year. The number of vacancies is also at its highest in five years – with 6,522 positions nationally available as of 30 September 2021, climbing 7% from the year before.

Workforce Demand Pressures - National Context

23.   Child protection workers are particularly vulnerable to burnout. This group report:
- High workloads, high levels of stress, and that they are asked to fulfil too many different roles.
- Overwork and dislike of workplace culture were also cited by almost a quarter of those considering leaving social work.
- Overall, three-quarters (75%) of social workers reported working more than their contracted hours either 'all the time' or 'most weeks' and worked with an average of more than 16 children.

24.   Nationally, the full time equivalent (FTE) agency worker rate remains at around 15%. In the course of just one year, DfE's recent small scale longitudinal surveys of social workers showed two per cent of social workers moving from direct employment with a local authority to agency work or self-employment. The main motivations for this move were:
- Pay (a factor for 50% and the main reason for one-third (33%); and

- increased flexibility of working hours (a factor for 44% and the main reason for over one quarter (27%).

Workforce Demand Pressure - Local Context: Family Solutions Plus Service

25. The FSP service went live in November 2020 with 161 qualified Social Workers (Team Managers, Assistant Team Managers, Social Workers, and ASYEs) deployed across 17 teams, with 95% of Social Worker posts filled by permanent staff. By March 2022 the proportion of permanent positions filled by Social Workers and ASYEs had reduced to 66%.

26. During this period, the: high number of assessments flowing into FSP combined with a reduced flow of casework out (both a consequence of the pandemic) has resulted in increased caseloads and staffing above the budgeted establishment (which by necessity is time limited).

27. The number of cases that social workers are allocated varies depending on numerous factors, for example: Contracted working hours; level of seniority/experience; team speciality; team capacity; and case complexity. Within FSP the target case holding capacity for an experienced social worker is between 15-18. ASYEs hold between 8-15 cases according to their experience. However, it is also important to note that the significant number of long distance placement visits that Social Workers are required to undertake significantly impacts case holding capacity and increase work pressure.

28. The DfE Longitudinal study of local authority child and family social workers (June 2021) reported a national mean caseload of 18. However, the report also reported that 68% of frontline practitioners and 69% of Team Managers felt that these caseload levels were too high, and that 55% of social Workers felt stressed by their job. It was also reported that Social Workers who agreed that they felt stressed by their job were also more likely than average to be aged 25-34 years (71%) or have worked in children's social care for 2-3 years (73%), and to work in a front line practitioner role (68%).

Staff turnover from FSP teams

29. FSP teams have seen the highest number of leavers in comparison to other social care teams.

30. Over the 12-month period (Mar 21-Feb 22):
- Of the 77 leavers from Children's Social Care, 49 (63%) were from FSP;
- Of the 49 staff who left FSP, 33 (67%) were social workers; and
- Of the 33 social workers, 19 (58%) left the service with less than 2 years of employment.

31. The top reasons for leaving were:
- Resignations to seek alternative employment / career break (71%)
- Relocating / emigrating (6%)
- Changing department (6%)

32. Whilst only a few of the total leavers from FSP completed the Exit Interview forms, all cited exhaustion and work-related stress due to higher caseloads as the main reasons for leaving. They either resigned or moved internally to other areas of OCC.

Children's Social Workers Recruitment & Retention Strategy - Employer of Choice

33. It is the ambition for the directorate to become an 'employer of choice' for social workers and the wider children's services workforce. Whilst there are no definitive criteria for being an employer of choice, top cited criteria, includes:
     - Building trust and empowerment in teams across the organisation
     - Communicating with honesty and fairness
     - Passionate and engaging leaders
     - Providing clear career paths with opportunities for advancement
     - Possessing a clear vision of values, behaviours, and priorities
     - Providing strong training and development programmes
     - Providing flexible work conditions and good work-life balance
     - Demonstrable commitment to equality, diversity, and inclusion

34. In 2022 a deep dive review of the issues impacting the recruitment & retention of children's social workers was undertaken, the findings from the review can be grouped around five themes:
     - Workload;
     - staffing;
     - learning and development;
     - morale; and
     - pay and rewards.

Workload and staffing

35. The impact of high caseloads on social workers in FSP has been demonstrated – through focus groups, exit interviews, and staff sickness reporting. The findings are in line with those reported by the DfE Longitudinal study of local authority child and family social workers, and the national Social Worker Health Check.

36. There will need to be continued reliance upon agency workers until such time as work demand in FSP can be managed. Whilst there are a number of national factors that are driving demand pressures outside the control of the Council, work is progressing to reduce the demand flow into statutory Children's Services and caseloads are stabilising.

Grow Your Own Social Work Staffing

37. Oxfordshire has an established Social Work Academy (SWA) that supports the learning and development for students who wish to enter the social work profession and those who are newly qualified, to experienced practitioners and those aiming to become managers.

38. The reduced availability in the marketplace of experienced social work staff can be partially mitigated by a focus on 'growing our own' (GYO) social workers, through investing in the capacity to place increased numbers of staff supported by the SWA who are starting to establish a career in children's social care, such as:
     - Social Work Undergraduates / postgraduates;
     - Frontline and Step Up to Social Work placements; and
     - Apprentices.

39. There is also potential to increase the number of placements for Newly Qualified Social Workers who are looking for their first placement as a Social Worker (ASYE Social Workers)

40. There is generally no shortage of applicants for these placements and as such the implementation of increased numbers of GYO is a viable proposition.

41. The cost of living on Oxfordshire has been cited as a factor that detracts potential staff coming to work in the directorate –current staff, such as Children's Practitioners or Youth Support Officers, who are passionate about children's services and who already live in Oxfordshire and have established support networks, would be an ideal source for the directorate to support progression to become a Social Worker – either through the Step Up to Social Work programme, if they have an accredited degree, or through Apprenticeship.

Alternative sources of experienced social workers

42. As a consequence of the increasing difficulty in attracting experienced Social Workers, local authorities are increasing recruiting international Social Workers (ISWs). CEF has recently employed 6 ISWs and is expecting to recruit an additional 6 ISWs in 2022/23. A focus group of workers who had joined CEF as an ISW provided feedback in how the directorate can further strengthen the offer to ISWs to support ISW retention.

Learning and Development

43. Both CEF staff and national BASW feedback highlight the importance of a strong training and development programme for Social Workers. A strong training and development programme will be an incentive for both permanent recruitment and agency – permanent conversion. To support general improvements to the Social Worker Practice Framework and CPD opportunities it will be necessary to secure the necessary funding and support infrastructure to:
    - Further roll-out and embed evidence based social work practice – such as restorative practice, motivational interviewing, and trauma informed practice.
    - Offer individualised, creative and flexible CPD opportunities – potentially including individual learning budgets.

44. To implement this, it will be necessary to ensure that there is capacity within teams to enable staff to engage in CPD opportunities, and for managers to be able to discuss and implement plans for staff CPD and work experiences that support career progression ambitions.

45. Nationally, Government investment in the teaching partnerships scheme means 65% of higher education institutions offering social work courses are now participating in the scheme to improve the quality of initial social worker training. This has led to closer collaboration between local authorities and course providers that prepares student social workers for the workplace, including through embedding the Knowledge and Skills Statement for social workers from the start of their training.

46. A resilient organisation prioritises the wellbeing of its staff and takes a systemic approach to reducing stress and enhancing job satisfaction. The top two factors having the biggest impact on people's desire to stay (Social Worker Health Check) are:
    - I have continued to have satisfactory one to one supervision: and

- I have uninterrupted, scheduled supervision at a suitable frequency with an appropriately skilled social work supervisor

47. Effective supervision relationships allow practitioners to develop personally and professionally through trust, honesty and empathy. When done well, supervision contributes to how staff performance is managed, and includes practice development and teaching and coaching. But, most importantly, supervision supports staff to achieve the best possible outcomes for children. As such, the importance and value of supervision must not be underestimated, and it is necessary to ensure that managers have the capacity to provide this support.

Morale

48. Social workers benefit from access to and support from line managers, supervisors, peers and colleagues. Staff feedback from exit interviews and national research highlights the importance of emotional support, consistent support by managers and morale.

49. The Delivering the Future Together programme aims to foster a workplace where staff can thrive. The 12.3.2 performance framework determines that managers should:
- Arrange 12 one-to-one conversations over the year with staff that may cover a wide range of topics such as recognising achievements, feedback, and wellbeing as well as current tasks.
- Arrange three extended one-to-ones over the year to discuss what is more important to staff in more depth – including the setting and reviewing of objectives as well as personal development and health and wellbeing.
- Hold two team meetings over the year to discuss how the team contributes to the Council's priorities and how the team works together to achieve objectives.

50. 20 senior managers completed the 12.3.2 training in 2021, and for phase 2 a further 77 managers have either completed the training or are due to complete the programme in 2022

Pay and Rewards

51. Basic salaries for permanent staff are generally in line with neighbouring local authorities. However, further attention may be warranted in regard to the provision of additional benefits, such as market supplements for hard to recruit to posts, and lump sum long-service payments.

52. Non-pay additional benefits are provided by other local authorities but are by no means universal. The main non-pay benefits available elsewhere to social workers include career break opportunities (see sabbaticals below), flexible working hours; and payment of professional fees to qualified post holders.

Sabbaticals

53. Sabbaticals could offer staff who may otherwise be considering leaving due to stress or burnout the option to take time out to support their wellbeing. Furthermore, the South East Region Agency Worker Survey found that: The ability to schedule gaps between assignments was cited by 46% as being an important factor in their decision to be an agency worker, and 27% reporting that greater work flexibility could entice them to convert to a permanent role.

54. Whilst OCC does not presently offer sabbatical leave, it is notable that West Berkshire allows Social Workers 8 weeks leave after 3 years' service. Importantly, given the DfE evidence that 60% of social workers are in post for 4 years or less, then a timely sabbatical offer could provide a strong incentive to stay when most Social Workers are considering leaving the organisation. The council will explore the potential to offer sabbatical leave after 3 years of service for staff in hard to recruit teams.

Car Parking

55. OCC policies regarding parking permits have been in place for a number of years and the eligibility and criteria is detailed within legal orders. The policy entitles parking permits for carers, care professionals, and community based healthcare professionals. Presently this definition does not cover children's or adult social care workers.

56. Children's Services have a statutory responsibility to visit children subject to single or joint investigations with the police known as s47 (Statute Working Together 2018 and Children Act 1989). Once need and risk is assessed, children may require Child Protection (CP), Child In Need (CIN) or Early Help (EH) visiting.

   - Children subject to CP planning must be seen alone and in their family homes on a fortnightly basis by their allocated worker.
   - Children assessed as being CIN require regular visits by their allocated worker.

57. There are also a number of children who require regular visits across the week by OCC staff and agency staff, in order to assess their safety on a regular basis and who are subject to child care proceedings overseen by the courts

58. The services conducting home visits are FSP (Children's Statutory Teams), YJES (Youth Justice Exploitation Service) and Disabled Children Service. Our Early Help Teams and EET (Education Employment and Training) also conduct vital home visiting in order to prevent increased need/risk and the involvement of statutory services.

59. Currently in Oxfordshire there are:
   - 140+ assessments each week across the county - with a large portion being s47 and thus under investigation for significant harm.
   - Children Protection: 558 children requiring statutory visits fortnightly to assess their safety and progress intervention with parents/carers
   - Children in Need: 1333 children requiring regular visits to assess their wellbeing and to progress intervention with parents/carers
   - Early Help: 1337 children open to targeted Early Help, visit to assess children, undertake prevention and support parents with the care of their children.

60. This means that staff in children's social care are undertaking **over 1000 statutory visits each week** within the county.

61. The lack of parking permits increases the cost of service provision and reduces service efficiency – through car parking charges, car parking fines, and wasted time spent searching for car parking places. The wasted time directly reduces social worker case holding capacity and indirectly impacts health and wellbeing.

Adult Social Care Reform - Workforce impacts and opportunities

62. The Government published details of the major reform of Adult Social Care in autumn/winter 2021.

    i. A plan for charging reform for Health and Social Care ([Build Back Better: Our Plan for Health and Social Care,](#) September 2021) which included:
    ii. Implementation of a "Care cap" of £86k on personal care costs, setting this as the maximum amount any individual can spend on their personal care over a lifetime.
    iii. Allowing more of those who self-fund their care to ask the Local Authority to arrange their care for them (Section 18(3) of the Care Act).
    iv. Making changes to the current means test which provides financial assistance to those with lower assets.
    v. Further integration of health and social care systems.
    vi. The introduction of Care Quality Commission (CQC) assurance for Local Authorities' commissioning of adult social care.

63. A white paper for reforming the delivery of Adult Social Care ([People at the Heart of Care,](#) December 2021) which sets out a 10-year vision and includes three objectives:

    i. People have choice, control, and support to live independent lives
    ii. People can access outstanding quality and tailored care and support
    iii. People find adult social care fair and accessible.

64. In June 2022 Oxfordshire was approached by the Department of Health and Social Care (DHSC) and invited to become one of six 'Trailblazer' local authorities, working with the DHSC to trial key aspects of the reforms. The scale and pace of change involved in being a Trailblazer is driving innovative thinking about the way in which care needs are assessed and met in Oxfordshire, and teams across the organisation are collaborating to improve the way our systems work.

65. Given the scale of change, Oxfordshire has taken a programme management approach to delivering the reforms which has established robust governance, ownership, and risk management at a senior level.

66. A project workstream in this programme is Workforce Development. This project is assessing the impact of the reforms on Oxfordshire's internal and external workforce requirements and working to develop an aligned strategy for recruitment, training, and development. The project is linking to demand modelling work to ensure that there is an understanding of future workforce requirements to enable recruitment planning. Workforce and operational implementation projects are working together to identify opportunities to explore new roles and ways of working. Workforce data modelling will inform a refreshed Workforce Strategy which is due to be published in April 2023.

67. Reforms will have a direct impact on the type of staff roles needed within Adult Social Care and wider support functions such as finance and customer service.

68. As a trailblazer, Oxfordshire will start early assessments ahead of other Local Authorities. We have developed a new team model to test our approach, who will

use a strengths-based approach, linking to the Oxfordshire Way with support to access community provision and resources where appropriate. The trial early assessment team will work alongside small groups of service users in the first instance, using a co-design process to test and refine our online self-assessment tool and online processes. This will allow us to develop a final target operating model which is rooted in, and informed by, service user experience.

69. It is a key principle of the programme to enable people to access high quality information and support in ways that suit them, promoting self-service wherever possible and an ethos of "digital first". As well as supporting people to get independent and immediate access to tools such as a financial "ready reckoner", the approach has been developed taking account of the recruitment challenges in our sector. We are designing our solutions to the predicted increase in demand to be realistic, so that we are not relying on a large-scale recruitment drive.

70. The recruitment that we are planning involves largely non-professional roles. A new brand entitled 'Belong' is being developed and will include the use of experiences from staff at all levels, as well as showcasing the benefits of working in the authority to attract workers

Activity Focused on the External Adult Social Care Workforce

71. The Care Act 2014 gives local authorities responsibilities for the adult social care workforce overall, requiring local authorities to facilitate markets that 'offer continuously improving, high-quality, innovative and appropriate services, including fostering a workforce which underpins the market'.

72. The external provider market, particularly domiciliary care providers is experiencing acute staffing pressures. There is anecdotal evidence that in response to increasing living and travel costs, workers are moving from domiciliary care provision to working in fixed-site care homes. Providers work independently to recruit staff and are often in competition as Skills for Care data shows that 58% of recruitments are of staff already working in the sector. Addressing attraction, recruitment and retention challenges is key to addressing these pressures, with challenges ranging from low numbers of young people entering the sector, an increasingly aging workforce, lack of aspiration to enter social care as a career and poor perception of working conditions.

73. We have an established workforce programme consisting of interventions that have been funded by the Council to engage care providers and support attraction, recruitment, and retention. Though recruitment market conditions are challenging, there remain opportunities to grow staffing in the sector. Current workstreams are:

    i. Reviewing best practice across other areas - learning what is working and why
    ii. Re-publicising hardship grants (funded through the Workforce Recruitment and Retention Fund, administered by the Care Worker's Charity) to ensure that employers and care workers have knowledge of the support available.
    iii. Implementing from 24th October 2022 a New Starter Grant (funded through the Workforce Recruitment and Retention Fund, administered by the Care

Worker's Charity) aimed at financially supporting new starters or returners to direct care roles with pre-recruitment and first month in post costs.

iv. Redesigning and significantly updating the Proud to Care Oxfordshire Website, working towards a one-stop resource for social care jobs, providing clear information on recruitment support and vacancies across the independent sector.

v. Care Friends is a relatively new recruitment tool that encourages existing employees to "refer a friend" and recruit their own contacts to consider a career in social care. In other local authority areas such as Cornwall and Kent, the app has significantly improved recruitment and retention against traditional methods such as recruitment websites. Through the WRRF, funding has been made available for all providers to access licences to use the app for one year.

vi. As part of continuous improvement, the Quality Assurance Team supports care providers to review and diversify their recruitment practices and more broadly improve their organisational processes, to support the provider to become an "employer of choice" in the local care market.

74. Further work is underway to engage external providers in the co-design and co-production of an Attraction, Recruitment, and Retention Plan for our external market in Oxfordshire. Delivered in conjunction with OxLEP, and with the support of Skills for Care, work starts with an in-person workshop on 8th November 2022.

75. A review of funding provided through the DHSC Workforce Recruitment and Retention Fund is concurrently underway, to capture learning and return on investment. This information will support co-design of future funding initiatives.

76. To further support national adult social care recruitment, the government has announced that the Made with Care national recruitment campaign will run again from November 2022 to March 2023. The council is working with the Oxfordshire Association of Care Providers to further develop the Proud to Care website and local media to take best advantage of this exposure.

Cross-system working with NHS partners

77. The DHSC policy paper Health and social care integration: joining up care for people, places and populations (Feb 2022) sets out the national agenda to further bring together the NHS and local government to jointly deliver for local communities via Integrated Care Systems (ICS). Oxfordshire is part of the Buckinghamshire, Oxfordshire, and Berkshire ICS (BOB ICS).

78. The paper recognises that the health and care workforce are our system's biggest asset and notes the importance of ensuring that staff feel confident, motivated, and valued in their roles and that they can work together in a person's interests regardless of who they are employed by.

79. To achieve this, the ICS will support joint health and care workforce planning at place (i.e., Oxfordshire) level, working across the system with social care employers as well as local NHS employers such as Oxford University Hospitals and Oxford Health NHS Trusts. They will improve initial training and ongoing learning and development opportunities for staff, create opportunities for joint continuous development and joint

roles across health and social care and increase the number of clinical practice placements in adult social care for health undergraduates.

80. The Council is working closely with partners across the Health and Social Care system in BOB ICS to develop new strategic priorities, to ensure that these include the social care perspective.

Summary

81. There are significant local and national pressures directly impacting the attraction, recruitment, and retention of staff across the local government and independent sectors, which are also reflected in the NHS. In preparation for the implementation of the Care cap and to support the children's sector, the council has developed a range of local strategies reflecting national policy and opportunities to address these pressures.

82. Future UK Government funding for Social Care reforms remains unclear during this period of political instability. To ensure the implementation of the Care cap in a successful and sustainable way, the council has adopted a 'digital first' approach, with appropriate safeguards for those who need support to engage digitally. The Adult Social Care recruitment and retention strategy is being refreshed and will inform further actions needed to inform our approach.

83. To further support the recruitment and retention of social workers and Occupational Therapists within Adult Social Care, the council intends to develop professional pathways that provide career progression outside of management roles. Work on this will be further appointment of new whole time Principal social Workers and Principal occupational Therapist roles.

84. In addition to regular communication to ensure that the external Adult Social Care market is able to sustainably meet local needs, the council is working at pace to deliver a co-produced strategy to attract, recruit and retain workers across the sector.

85. Children's social care has delivered and secured cabinet approval to invest in recruitment and retention within the internal workforce, whilst is engaging with providers to reflect the recommendations delivered in the Competitions and Markets Authority to drive down cost and increase availability of placements for children.

Karen Fuller – Interim Corporate Director of Adult and Housing Services
Kevin Gordon – Corporate Director for Childrens Services

Annex: 1-4: Adult Social Care Dataset
                                           5: Industry Data Supplied by OxLEP

Background papers: Nil

Contact Officer: Rose Rolle-Rowan, Interim Lead Commissioner for Strategy and Innovation, 07554 103354 rose.rolle-rowan@oxfordshire.gov.uk

01 November 2022

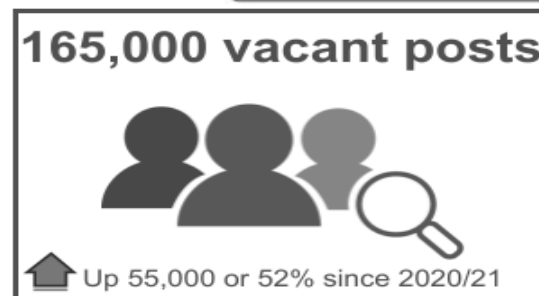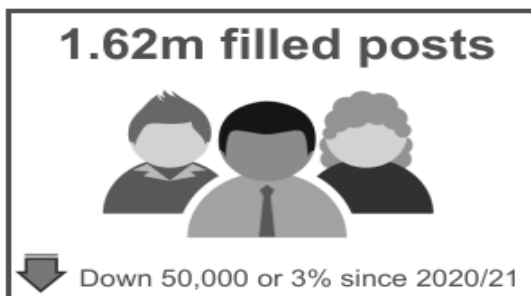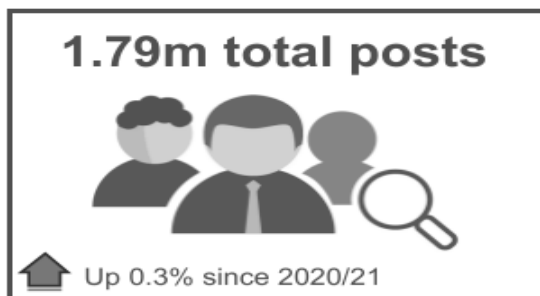## The state of the adult social care sector and workforce in England

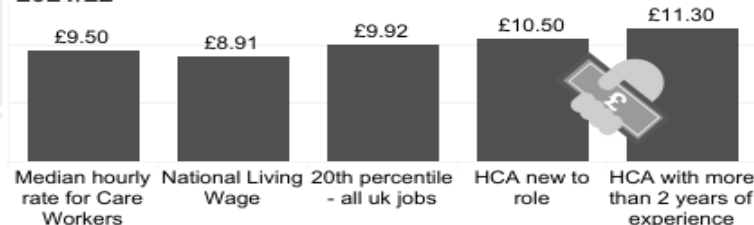### Recent trends - workforce supply and demand ⓘ

Download PowerPoint

Press here to view more data from the report

In adult social care in England, as at 2021/22, there were:

1.79m total posts
⬆ Up 0.3% since 2020/21

1.62m filled posts
⬇ Down 50,000 or 3% since 2020/21

165,000 vacant posts
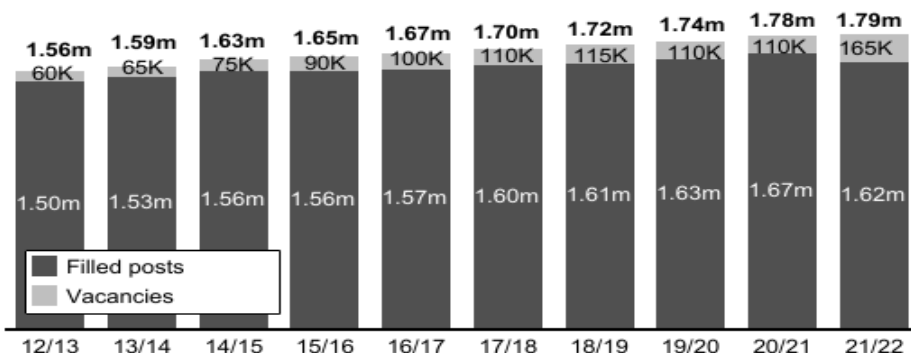⬆ Up 55,000 or 52% since 2020/21

The number of posts in the sector increased by 0.3% in 2021/22. However, fewer posts were filled and more were vacant highlighting recruitment and retention difficulties and not a decrease in demand for social care staff.
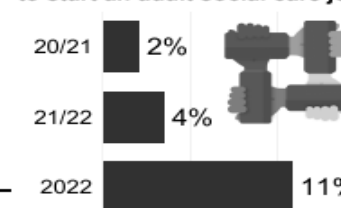
**Median care worker pay compared to other job roles 2021/22**

	£9.50	£8.91	£9.92	£10.50	£11.30
	Median hourly rate for Care Workers	National Living Wage	20th percentile - all uk jobs	HCA new to role	HCA with more than 2 years of experience

Filled posts and vacancies between 2012/13 and 2021/22

1.56m 60K	1.59m 65K	1.63m 75K	1.65m 90K	1.67m 100K	1.70m 110K	1.72m 115K	1.74m 110K	1.78m 110K	1.79m 165K
1.50m	1.53m	1.56m	1.56m	1.57m	1.60m	1.61m	1.63m	1.67m	1.62m
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22

■ Filled posts
■ Vacancies

New starters arriving in the UK to start an adult social care job

20/21 2%
21/22 4%
2022 11%

The starter rate has fallen from

37.3% in 2018/19
to
30.8% in 2021/22
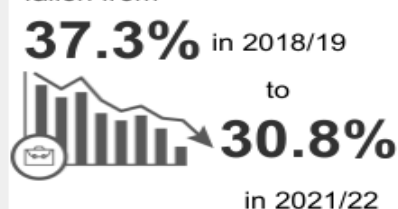
To view up to date monthly information on how the adult social care workforce has changed since March 2021, due to COVID-19 and other other reasons, press the button to go to our month tracking dashboards

Press here to go to COVID-19 information

Skills for Care 2022 Adult Social Care Workforce Data Sets
People Overview Scrutiny Committee Children's and Adults' Social Care Workforce November 2022

Oxfordshire- Overview

Skills for Care 2022 Adult Social Care Workforce Data Sets
People Overview Scrutiny Committee Children's and Adults' Social Care Workforce November 2022

Oxfordshire – Local Authority ASC Staff

You are looking at **Oxfordshire.**

| Back to map ← | Summary and key findings | Employment overview | Recruitment and retention | Demographics | Pay | Qualifications and training |

Employment overview ⓘ

Download PowerPoint

Use the drop-down menus to change the sector and/or job role.

Select a sector: Local Authority

Select a service group: All services

Select a job role: All job roles

Number of filled posts: 800

Part-time 33%

Working time

Full-time 67%

Zero-hours contracts

0% of workers were employed on **zero-hours contracts**

0 hrs

In comparison...

CQC non-residential services across England had an average of **46%** of all workers employed on zero-hours contracts **(260,000 filled posts).**

Employment status

98% Permanent

2% Temporary

0% Bank/Pool

0% Agency

Whole time equivalent filled posts

The **WTE filled posts** ratio in **Oxfordshire** is **0.91**

Skills for Care 2022 Adult Social Care Workforce Data Sets
People Overview Scrutiny Committee Children's and Adults' Social Care Workforce November 2022

Oxfordshire Independent Sector non-residential Staff
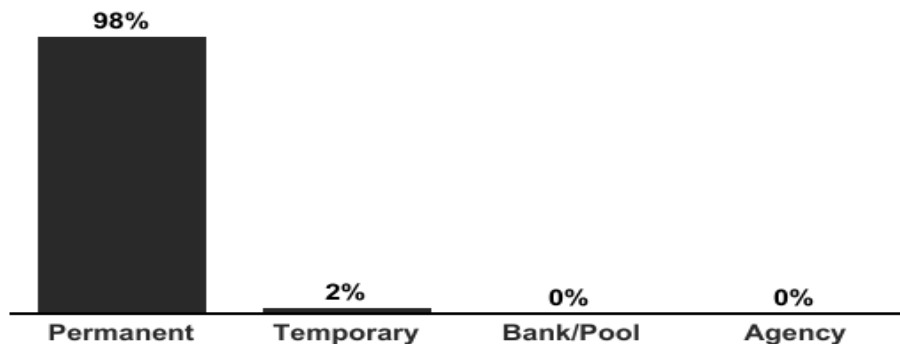
You are looking at Oxfordshire.

| Back to map ← | Summary and key findings | Employment overview | Recruitment and retention | Demographics | Pay | Qualifications and training |

Employment overview (i)

Download PowerPoint

Use the drop-down menus to change the sector and/or job role.

Select a sector: Independent

Select a service group: CQC Non residential

Select a job role: All job roles

Number of filled posts:
5,300

Working time

Full-time 49%

Part-time 51%

Zero-hours contracts

40%
of workers were employed on **zero-hours contracts** (or **2,100 filled posts**)
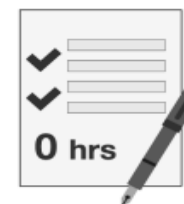
0 hrs

In comparison...

CQC non-residential services across England had an average of **46%** of all workers employed on zero-hours contracts (**260,000 filled posts**).

Employment status

90% Permanent

1% Temporary

7% Bank/Pool

0% Agency

Whole time equivalent filled posts

The **WTE filled posts** ratio in **Oxfordshire** is

0.65

Skills for Care 2022 Adult Social Care Workforce Data Sets
People Overview Scrutiny Committee Children's and Adults' Social Care Workforce November 2022
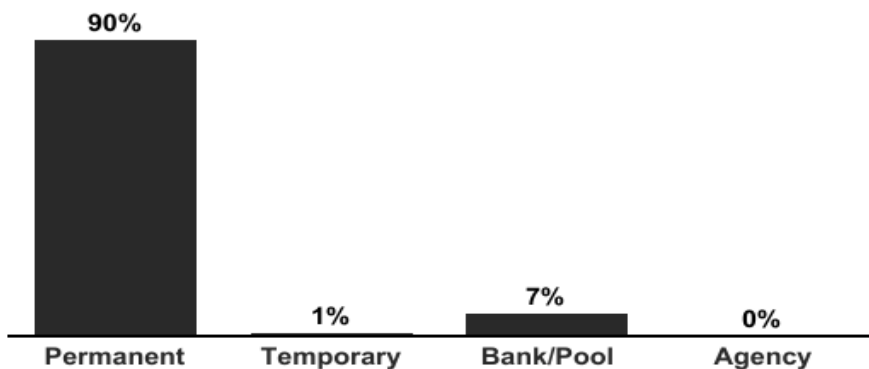
Oxfordshire's Employment Landscape - Wages per Worker

● Wages Per Worker
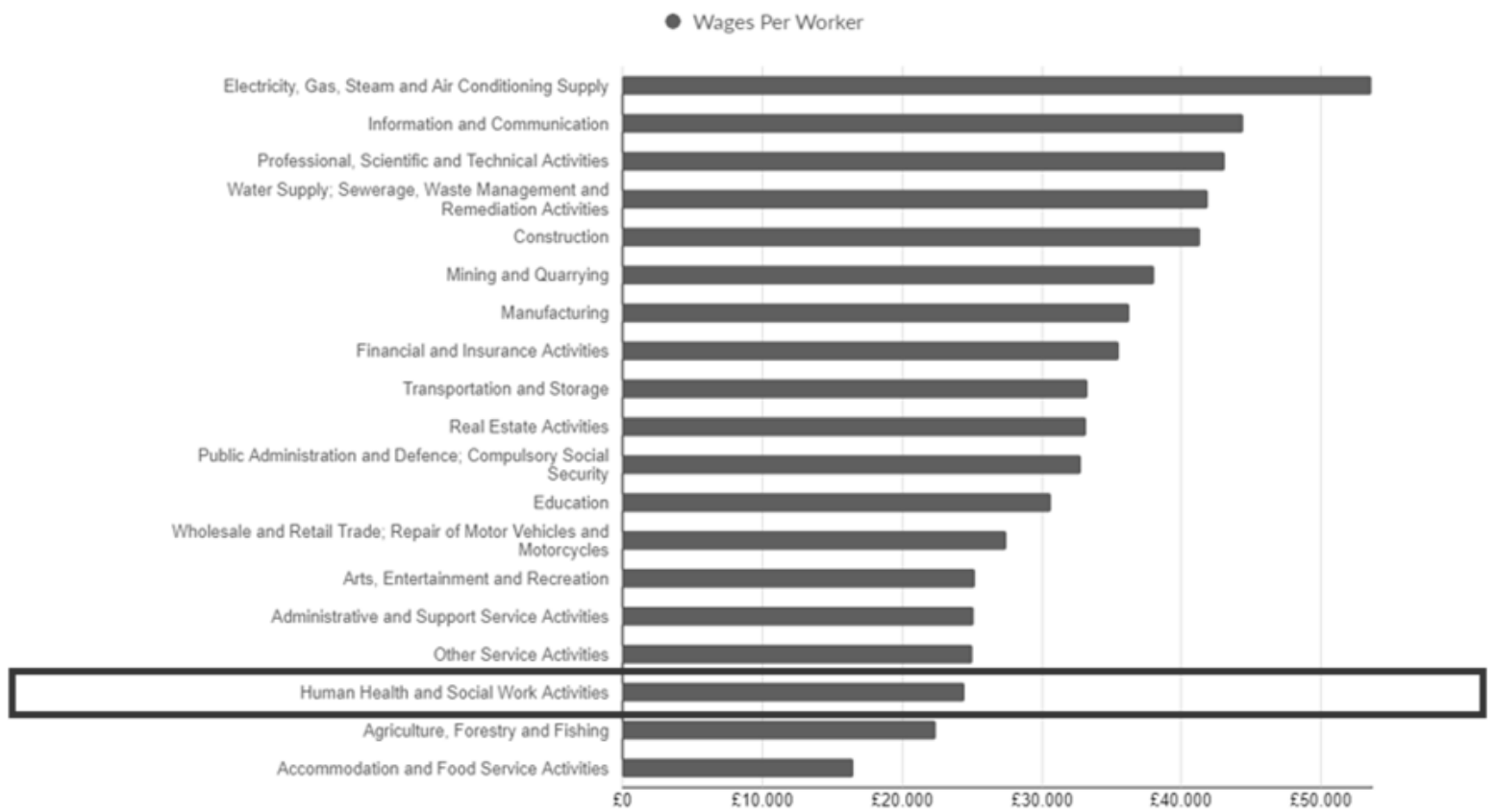
Source: *Emsi-economicmodelling.co.uk (2021)*

oxfordshirelep.com

OxLEP
Skills

People Overview Scrutiny Committee Children's and Adults' Social Care Workforce November 2022

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Divisions Affected - all

PEOPLE OVERVIEW AND SCRUTINY COMMITTEE -
10 November 2022

Adult Social Care Quality and Assurance

Report by:
Karen Fuller - Interim Corporate Director of Adult Social Care

1   RECOMMENDATION

1.1   **The People Overview Scrutiny Committee is RECOMMENDED to:**

(i)   Note Oxfordshire County Council's approach to preparing for Care Quality
        Commission (CQC) Assurance implementation in April 2023 and progress to
        date towards readiness for assessment, what we know so far, and the
        actions planned to support the assessment framework; and,

(ii)   Support preparations through awareness raising, engagement and
        promotion of the good work being undertaken in Adult Social Care.

2   Executive Summary

This report describes the introduction of CQC Assessment to Local Authorities. It
provides information about activities that are being undertaken by Adult Services to
prepare, how the service is making use of an initial internal review and self-
assessment to focus on opportunities for further improvement. It sets out actions
we are currently taking and next steps that are planned towards assurance
readiness.

3   Background

3.1   The Health and Care Act 2022 introduces a new duty for the CQC to independently
       review and assess how Local Authorities are delivering their Care Act functions. In
       2020, Adult Social Care embarked on an extensive programme of transformation
       with the aim of improving outcomes for our residents, improving our governance
       structures, stronger integration with health partners and a focus on using residents'
       feedback to inform our decision making.

3.2   The Oxfordshire Way is guiding our approach to preparing for assurance. This is
       our vision of supporting people to live well at home in their community, remaining fit
       and healthy for as long as possible. The Oxfordshire Way aims to provide people
       with the ability to support themselves through personal, local and system assets to
       lead independent lives. The Oxfordshire Way strongly aligns with the CQC's
       assessment framework.

3.3   The introduction of CQC assessment allows us to build on our transformation programme and has been a driver towards strengthening assurance processes, aligning this with the Oxfordshire Way vision and improving connections with system partners.
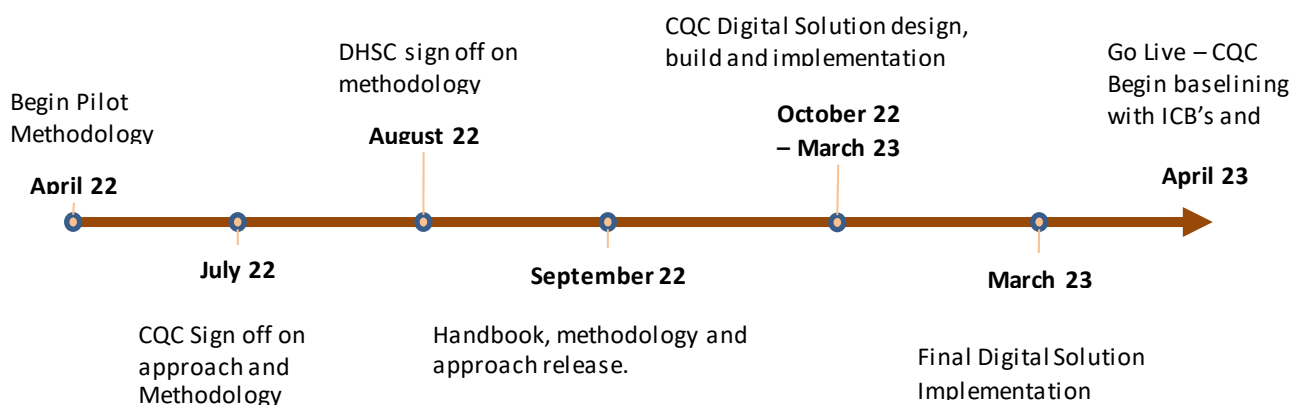
3.4   Key elements of the new CQC strategy include giving independent assurance to residents about the quality of service, driven by needs and outcomes for residents, working towards stronger safety within the system and the acceleration of improvement.

3.5   The CQC will be using (and have already begun to implement) a Single Assessment Framework across all their regulated activities, summarised in the diagram below. The framework is based on a set of quality statements that are arranged under topic
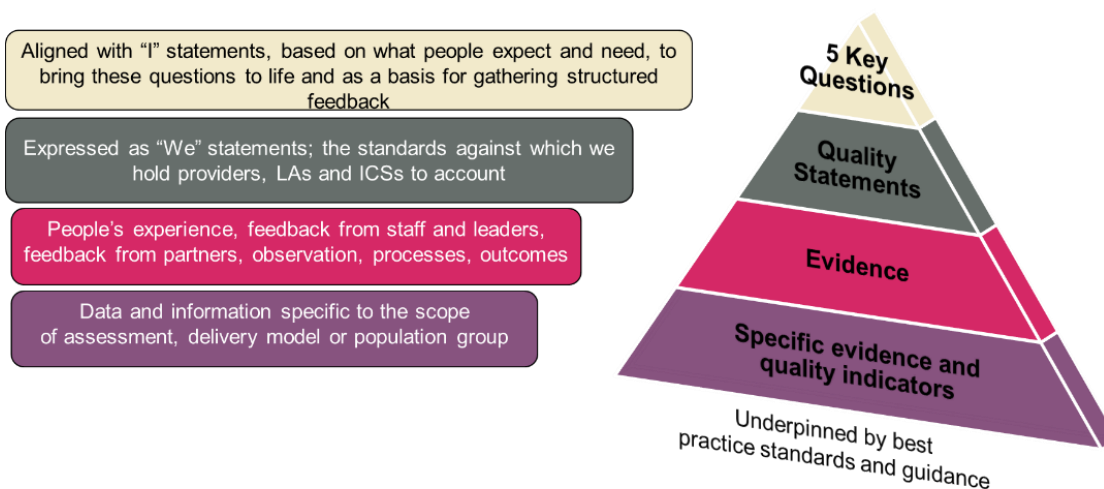
areas and describe what good care looks like. It sets out clearly what people should expect a good service or system to look like, places people's experiences of care at the heart of the judgements and ensures that gathering and responding to feedback is central to our expectations of local authorities. Choice, control and personalisation are threaded through the entire framework and approach.

3.6   There are 4 key questions or 'themes' we will be assessed against

- Theme 1 - How Local Authorities work with people
- Theme 2 - How Local Authorities provide support
- Theme 3 - How Local Authorities ensure safety within the system
- Theme 4 - Leadership capability within Local Authorities.

3.7   The quality statements have been developed to align with the 'I Statements' in the Think Local Act Personal Framework. See Annex 1 for a table setting out how the Themes, Care Act duties and quality statements align.

3.8   The CQC engaged extensively with local authorities and co-produced the framework.   The timeline for the implementation of the assessment framework is below, however there has been a delay to publication:

Begin Pilot Methodology
April 22

CQC Sign off on approach and Methodology
July 22

DHSC sign off on methodology
August 22

Handbook, methodology and approach release.
September 22

CQC Digital Solution design, build and implementation
October 22 – March 23

Final Digital Solution Implementation
March 23

Go Live – CQC Begin baselining with ICB's and
April 23

3.9   CQC assurance is one element of the significant Adult Social Reform agenda. The Adult Social Care Reform Programme has been established to manage the implementation of new government policy and legislation associated with the reforms. One of the workstreams for the programme is the Quality and Assurance Project, which will ensure readiness for the new CQC Assurance Framework in April 2023.

3.10   In June 2022 Oxfordshire was approached by the Department of Health and Social Care (DHSC) and invited to become one of six 'Trailblazer' local authorities, working with the DHSC to trial key aspects of the reforms.

3.11   The scale and pace of change involved in being a Trailblazer is driving innovative thinking about the way in which care needs are assessed and met in Oxfordshire, and teams across the organisation are collaborating to improve the way our systems work. Our Trailblazer activity is supporting our preparation for CQC Assurance: as we adapt and develop our policies, processes and systems, these will align with the CQC framework and provide the evidence base required.

3.12   Trailblazer activity also allows us the opportunity to work closely with DHSC to develop a forward plan to bring trailblazers together to learn from each other and collectively shape future policy and procedures. A theme running through all our reform preparations is a commitment to hear and learn from those who use our services and ensuring that we drive continuous improvement through coproduction.

4   Progress to date on assurance preparations

4.1   In Spring 2022 Adult Social Care commissioned an independent consultant to review our readiness for assurance and to provide some insights into further development opportunities.   At this time it is important to note that the CQC assurance framework evidence collection methodology had not been published. The aim of the review and subsequent work undertaken was to establish a baseline across adult social care using a self-assessment tool developed by "Towards Excellence in Adult Social Care" (TEASC). This tool has been recommended by the

Local Government Association (LGA) and Association of Directors of Adult Social Care (ADASS). The sections closely relate to the themes within the draft CQC Single Assessment Framework, align with the quality statements and Think Local Act Personal 'I Statements'.

4.2   The methodology employed by the consultant was to host workshops, to work through the self-assessment tool with the internal workforce in operations, commissioning, service improvement, performance, HR and finance. Feedback was also gathered from members, partners and stakeholders on our performance. The review also considered publicly available documents, strategies, meeting minutes and internal policies.

4.3   We have built on the findings of the independent review facilitating further self-assessment workshops to develop our current evidence base.

4.4   The South East regional Principal Social Workers Network has established triads to offer peer support and challenge in the lead up to assurance. Oxfordshire is actively involved in our group with the current focus on sharing learning and evidence examples across the 4 themes. Oxfordshire are partnering with East Sussex and Southampton in a triad.

4.5   We are engaging with every opportunity to learn and engage with CQC Test and Learn Local Authority Pilots across the region. As a result of this we are developing our understanding of process, and this is informing our preparations. For example, CQC focus will be on the triangulation of evidence i.e., *how* do we know about the quality and impact of our services, rather than simply *what* do we know, and what are our plans for continuous improvement.

5   What have we learnt from Independent Consultant feedback and subsequent self assessment?

5.1   The self-assessment activities undertaken to date have given us valuable insight into our compliance with our Care Act duties and suggest Oxfordshire should be confident that we are "good".

5.2   Strengths highlighted are:

- Political appreciation and value for Adult Social Care
- Positive hard-working culture across adult social care building strong and resilient communities delivering to corporate objectives
- Performance of health and social care delivering quality and timely support during the pandemic.
- From November 2020 to August 2022 there was a 39% reduction in those waiting assessment. Figures from ADASS in August suggest nationally there are 37% more people waiting for assessments which shows that Oxfordshire County Council has bucked the trend of increased waiting lists and is showing good signs of managing demand moving forward which the council corporately should be proud of.
- A good service that is underpinned by a commitment to transformation and the delivery of the Oxfordshire Way vision

- Our team led transformation training to increase team efficiencies has resulted in improved communication within the council.
- Our strength-based planning (focussing on individual and community strengths as opposed to deficits), has guided our approach to co-design and coproduction, promoting person-centred support planning.
- Operational staff felt they engaged with people and their carers in their decision making.

5.3   Opportunities for further development that were highlighted are:

- Streamlining processes – can we make our processes more efficient and proportionate with a focus on outcomes for residents.
- Strengthening feedback mechanisms – do our residents feel listened to and engaged in decision making?
- Accessibility of information – Through the Trailblazer opportunities work is being undertaken on the interface and accessibility of information, whereby we will adopt a test and learn process
- Continue working on demand management and reducing waiting lists for assessment by building on the principles in the Oxfordshire Way and ensuring that every contact an individual has with the department results in a meaningful outcome for them.
- Create standalone roles for te Principal Social Worker and assurance preparations
- Improve engagement with the provider market
- Workforce strategies and recruitment drives to increase capacity
- Further integration with health colleagues for multi-agency working
- Stronger links between operations and commissioning
- Develop a market position statement and sustainability plans co-designed with providers.

6   Actions taken towards improvement

6.1   A comprehensive programme of work is underway in preparation for assurance alongside the adult social care reforms. This is guided by the CQC Assurance Project Board which is comprised of key personnel across the directorate. This is essential to ensure a state of readiness by April 2023 taking forward the learning and opportunities identified through the independent review.   Key highlights are described below, in relation to the relevant CQC themes.

6.2   Across all the themes the Oxfordshire Way approach continues to:
- drive innovations that will deliver a better experience for people we support
- build resilience in our communities, working with wider system partners including the voluntary and community sector focusing on early intervention and prevention
- reduce demand on formal services with proactive and preventative community outreach.

6.3   *Theme 1: Working with people*

6.3.1   This theme focuses on supporting people to live healthier lives, and activities to assess needs, including those of unpaid carers.

6.3.2   Oxfordshire has taken the lead in working with the DHSC on behalf of trailblazers to champion the digital approach, which has an underpinning principle of digital first and a drive towards self-service by preference, supporting and promoting residents to have increased ownership over the process and rapid access to assessment tools. Online self-assessment is being developed at pace and will enable residents, their friends, family and/or carers, to work through assessments at a time and place that suits them.

6.3.3   Implementation of the Early Assessment Team on a trial basis will ensure we can fully involve residents in the development of the self-assessment and supported assessment processes and use that to co-design our final approach to assessment.

6.3.4   Clear and accessible information and advice for residents is vital to ensure people understand how to access the support they need at the right time. We are working with the communications and IT teams to refresh online resources available through the Live Well Oxfordshire and council websites, providing easy access to high quality information. We are acting on feedback from the Carers Survey and Adult Social Care Outcomes Framework national survey, which measures how well care and support services achieve the outcomes that matter most to people.

6.3.5   The commissioned Community Information Network (CIN) is a service for all adult residents in Oxfordshire with health and wellbeing needs. To help to deliver our Oxfordshire Way vision, this contact creates easy access to the wide range of information and support that already exists. It uses a strengths-based way of working that means more people will be enabled to live at home independently and confidently for longer

6.3.6   We are in the process of codesigning and co-producing a Carers Strategy for first draft publication in March 2023. A working group and strategic planning group were established earlier this year to critically review OCC Carers Strategy 2020 to identify our successes, determine whether our commissioning ambitions met local needs and use information gathered from the analysis to set the template for future planning.

6.3.7   Both groups consist of lived experience Carers, health partners, commissioners, and key voluntary sector partners to ensure that the residents voice remains central. We are at the stage of collating and analysing the first round of contract evaluation data to assess the outcomes against the priorities set out in the 2020 Carers Strategy. Lived experience carers are formulating the vision statement for the new draft and a series of listening events are being held across the county in partnership with our Communities of Practice partners, GP surgeries and social prescribers.

6.4   *Theme 2 – Providing support*

6.4.1   This theme focuses on market shaping, commissioning, workforce capacity and capability, integration and partnership working.

6.4.2 We have worked to engage care providers in the fair cost of care exercise required by the Department of Health and Social Care (DHSC) as part of Adult Social Care Reform. This exercise enables the Government and the Local Authority to work with providers to gain a view of the costs of providing care in the local area. Commissioners worked closely with providers to prepare them for the exercise and encourage and enable completion. The Oxfordshire Association of Care Providers was represented on the Project Board which led on the Fair Cost of Care Exercise and was involved in appointing LaingBuisson as an independent provider to support Oxfordshire in completion of the Fair Cost of Care exercise. The outcomes from this exercise were submitted to the Department of Health and Social Care (DHSC) In October 2022. They will be reviewed by the DHSC and it is anticipated that the Fair Cost of Care Report will be published in early 2023.

6.4.3 Working with our local providers through this exercise has helped to further our understanding of the cost of running quality and sustainable care provision in Oxfordshire.

6.4.4 The completion of the Fair Cost of Care Exercise was one part of a broader spectrum of planned engagement with providers to work together to develop the market for the future to ensure it is sustainable and able to provide high quality services for our residents. Alongside the fair cost of care report the DHSC also require that each Local Authority develops a market sustainability plan, outlining its assessment of the sustainability of their local care market in relation to 65+ care home services and for 18+ domiciliary care services. Oxfordshire has submitted the draft plan to the Department of Health and Social care (DHSC) and work has begun to produce a final market sustainability plan. Care Providers will be involved as key partners in shaping the final market sustainability plan, ready for submission to the DHSC in February 2023.

6.4.5 As part of the Adult Social Care Reform Programme a Workforce Development project is in progress. This project is assessing the impact of the reforms on Oxfordshire's internal and external workforce requirements and working to develop an aligned strategy for recruitment, training, and development.

6.4.6 Work is underway to engage external providers in the co-design and co-production of an Attraction, Recruitment, and Retention Plan for our external market in Oxfordshire. This is delivered in conjunction with OxLEP, and with the support of Skills for Care.

6.4.7 The Quality Improvement Team uses information from a range of sources such as CQC Inspections, Ofsted reports, safeguarding concerns, resident feedback and complaints to ascertain the quality of the provider. The system by which we collate this information has been consolidated and improved, to allow rapid identification where providers require support or improvement. Alongside this we are further developing our use of the Provider Assessment and Market Management System (PAMMS) to allow us to be efficient and consistent in how we monitor providers' quality.

6.5   Theme 3 – ensuring safety

6.5.1   This theme focuses on safeguarding, safe systems, pathways and transitions.

6.5.2   In our Safeguarding teams, we have reviewed and developed the way we use safeguarding intelligence, both in terms of data captured and soft intelligence, to deliver insights including early development of a new trend or an area of concern. Collection of data is based on 'Making Safeguarding Personal' outcomes, ensuring person-centred responses are delivered. We are also planning a programme of comprehensive qualitative audits in addition to the established quantitative methodology.

6.6   Theme 4 – Leadership

6.6.1   This theme focuses on leadership at all levels that embodies the culture and values of the workforce and organisation, as well as innovation, continuous learning and improvement across our organisation and the local system.

6.6.2   New standalone roles have been created in response to our initial self-evaluation recognising the need for key subject matter experts. The CQC Quality Assurance Lead ensure the Q&A project aligns with the CQC requirements, work with the workforce across operations and commissioning to drive evidence development and continuous improvement. The Principal Social Worker and Principal Occupational Therapists will drive and lead developments around best practice for our workforce. The Principal roles have senior accountability in supporting our readiness for ACQC assurance.

6.6.3   Oxfordshire's Interim Principal Social Worker is working with the Chief Social Worker at a national level to develop guidance to support Local Authorities to develop and implement a set of principles to guide approaches to prioritisation for assessment in view of reform and the anticipated increase in demand from those already in receipt of care. These principles are primarily intended for use to support Local Authorities to manage additional demand for assessments as a result of Charging Reform.

6.6.4   The opportunity has been taken to map, review and refresh our governance structures, board and groups. The Internal Assurance and Governance Board now has oversight across adult social care to develop, encourage and support a culture of continuous service improvement placing the resident at the centre of all that we do driving the realisation of the Oxfordshire Way. This group is underpinned by the CQC Single Assessment Framework which has been written into the Terms of Reference for members. All reports submitted to this group will highlight areas of good practice, areas for improvement, risks and clear action plans to provide assurance and evidence of our Care Act responsibilities.

6.6.5   A good quality induction is key to embedding good practice and our values from the outset. We have led a workshop with a range of staff across the service to co-produce improvements to our staff induction process. A working group has been established that includes staff from front line teams and commissioning to co-produce the guidance and create one cohesive programme across the directorate,

strengthening links between Operations and Commissioning. We have drafted a set of overarching principles and identified next steps. Mandatory training will be established more formally and lead on to CPD programme after the first year. This is the first directorate-specific induction programme, and we are working with our Organisational Development team to ensure it joins up with the corporate induction, refreshed leadership development and ASYE programmes.

6.6.6 Similarly, a good quality, strengths-based approach to supervision is key to implementation of good legally compliant practice. We have taken a fresh approach to reviewing our supervision policy, co-producing the guidance with staff. We held workshops with Coordinators, Social Workers, Occupational Therapists, and managers. The outcome from these conversations has been the development of a set of guiding principles consistent across the workforce. We aligned the directorate guidance with corporate 12:3:2 performance management principles and also the new corporate values. The new co-produced supervision record is a formal, concise, and professional record of discussions. Both are being tested across different teams within ASC to ensure consistency before further refinements and final sign off as new procedure in November.

7 Next steps towards assurance readiness

7.1 The Quality Assurance project board is developing a detailed action plan setting out the next steps with specific timeframes for implementation. This will be aligned with the final CQC Assurance Framework once it has been published.

7.2 The aim is for continuous improvement and development aligning with the ethos of the CQC strategy and our corporate values of 'Always Learning' and 'Daring to do it differently'.

7.3 By further embedding and building upon the successes identified through Teams Led Transformation and delivery of the Oxfordshire Way we will continue to reduce the number of people waiting for assessment.

7.4 Key elements of our action plan include the following:

7.4.1 Strengthening our feedback mechanisms to gain much improved insight into how our residents feel about the service they receive. Development of a new feedback mechanism using Let's Talk Oxfordshire is underway to obtain timely feedback from people we support, to inform continuous improvement. Adult Social Care currently receives feedback on service delivery via a complaints and comments service, yearly user and carer survey, however this is not deemed sufficient in providing high quality data to make continuous improvements to service delivery. Given the predicted scale of demand increases driven by recent ASC reforms, having an automated and user-friendly way of capturing and processing feedback will be essential. The aim to is to develop and implement an Adult Social Care Survey to be completed by people who use ASC services countywide

7.4.2 Strengthening how we use feedback in our decision making to improve outcomes for residents.

7.4.3 Policy development – as our care reform implementation comes to fruition our refreshed policies will reflect our new approach to assessment. Policies and guidance will align. A clear policy calendar will ensure documents are reviewed in a timely way and can be easily located by internal staff and the public (as required)

7.4.4 Further market engagement, intelligence and management activity including continuing to develop the Market Position Statement, Market Sustainability Plans and external workforce engagement activities.

7.4.5 Continuing to develop our co-production work, embedding co-production and co-design across our commissioning functions.

7.4.6 Implementation of a communication and engagement plan, continuing to work with partners, providers and stakeholders to raise awareness about assurance, our preparations towards assessment, and how feedback may be sought.

7.4.7 Explore opportunities for independent peer review – conversations are taking place with the LGA regards the offer of a peer review to provide further independent scrutiny and offer check and challenge to our self-evaluation.

Karen Fuller
Interim Corporate Director of Adult Social Care

Appendices: Appendix A - Draft CQC Quality & Assurance Framework

Contact Officer: Victoria Baran – Interim Deputy Director Adult Social Care
                        victoria.baran@oxfordshire.gov.uk - 07880042618

Appendix A - Draft CQC Quality & Assurance Framework

Theme	Care Act section(s)	Key question	Proposed Quality statement
Theme 1 **How Local Authorities work with people**	Section 1: Wellbeing principle Section 2: Preventing need for care and support Section 4: Providing info and advice Sections 9-13: Assessment of an adult or carer's needs for care and support; eligibility criteria Section 14-17: Charging and financial assessment Section 18-20: Duty to meet needs Section 24-30: Next steps after assessment Section 31-33: Direct Payments Sections 67-68 Independent advocacy support	Effective	**Supporting people to live healthier lives** - We support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives, and where possible reduce their future needs for care and support. **Assessing needs (including unpaid carers)** - We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them √ I have care and support that is coordinated, and everyone works well together and with me. √ I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals. √ I can get information and advice about my health, care and support and how I can be as well as possible – physically, mentally and emotionally.
Theme 2 **How Local Authorities provide support**	Section 5: Promoting diversity and quality in provision of services (efficient / effective market) Section 8: How to meet needs Section 48-52: Provider Failure	Responsive	**Care Provision, integration and continuity -** We understand the diverse health and care needs of people and local communities, so care is joined-up, flexible and supports choice and continuity.
	Section 5 (iv): Promoting diversity and quality in provision of services; the importance of fostering a workforce to deliver high quality services Section 3: Promoting integration of care and support with health services Section 6: Co-operating generally Section 7: Cooperating in specific cases Section 58-66: Transition from childhood	Well led	**Partnerships and communities** - We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners, collaborating for improvement. √ I have care and support that is coordinated, and everyone works well together and with me. √ Leaders work proactively to support staff and collaborate with partners to deliver safe, integrated, person-centred and sustainable care and to reduce inequalities.

Appendix A - Draft CQC Quality & Assurance Framework

Theme 3 **How Local Authorities ensure safety within the system**	Sections 42-44 Section 1: Well-being principle Sections 6-7: Co-operation Section 48: Provider Failure Section 58-66: Transition from childhood	Safe	**Safeguarding** - We work with people to understand what being safe means to them and work with them as well as our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect, and we make sure we share concerns quickly and appropriately. **Safe systems, pathways and transitions -** We work with people and our partners to establish and maintain safe systems of care in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services. ✓ When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place. ✓ I feel safe and am supported to understand and manage any risks.
Theme 4 **Leadership capability within Local Authorities**	Delivery of all Care Act duties is underpinned by capable and compassionate leadership.	Well led	**Capable, compassionate and inclusive leaders -** We have inclusive leaders at all levels who understand the context in which we deliver care, treatment and support and, embody the culture and values of their workforce and organisation. They have the skills, knowledge, experience and credibility to lead effectively and do so with integrity, openness and honesty. **Learning, improvement and innovation -** We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research.

OXFORDSHIRE COUNTY COUNCIL

Action and Recommendation Tracker
People Overview and Scrutiny Committee

Mike Edley Overview and Scrutiny Officer, mike.edley@oxfordshire.gov.uk

The action and recommendation tracker enables the Committee to monitor progress against agreed actions and recommendations. The tracker is updated with the actions and recommendations agreed at each meeting. Once an action or recommendation has been completed or fully implemented, it will be shaded green and reported into the next meeting of the Committee, after which it will be removed from the tracker.

KEY	No progress reported	In progress	Complete

Recommendations

Meeting date	Item	Recommendation	Responsible person	Completion date	Last reviewed	Update/response
16/6/22	VCS Strategy	That the Council undertakes specific additional consultation with smaller voluntary sector groups to ensure its proposals support their needs also.	Claire Taylor and Cllr Lygo			Response provided by Cabinet (Accepted). Further update on progress made at following People OSC meeting.
16/6/22	VCS Strategy	That the Council uses the forthcoming work by the consultation and engagement team to seek informed views	Claire Taylor and Cllr Lygo			Response provided by Cabinet (Accepted).

		on children and young people on the draft voluntary sector strategy.				Further update on progress made at following People OSC meeting.
16/6/22	VCS Strategy	That the Council assures itself that the draft strategy does not deprioritise the needs of younger people over older people.	Claire Taylor and Cllr Lygo			Response provided by Cabinet (Accepted). Further update on progress made at following People OSC meeting.
16/6/22	VCS Strategy	That the Council investigates the reasons behind the difference in spending on commissioned services for adults and young people and investigates whether the difference in approach means opportunities for better services or value for money are being missed.	Claire Taylor and Cllr Lygo			Response provided by Cabinet. Further update on progress made at following People OSC meeting.

NB Recommendation only partially accepted. |
| 16/6/22 | VCS Strategy | That the Council amends its draft strategy to prevent the impression being given that the needs of children and young people are of lesser priority than older people. | Claire Taylor and Cllr Lygo | | | Response provided by Cabinet (Accepted). Further update on progress made at following |

	KEY		No progress reported		In progress		Complete

							People OSC meeting.
16/6/22	Digital Inclusion Strategy	That the Council approaches Oxfordshire Association for Local Councils to investigate the appetite amongst parish, town, district and city councils on digital inclusion, particularly in relation to access to broadband, online safety and app development.	Claire Taylor and Cllr Phillips				Response provided by Cabinet (Accepted). Further update on progress made at following People OSC meeting.
16/6/22	Digital Inclusion Strategy	That the Council consults directly with businesses, particularly smaller ones, on the barriers they face to ensuring the benefits of the internet are available to them and develops actions to support any new issues identified within the Digital Inclusion Action Plan.	Claire Taylor and Cllr Phillips				Response provided by Cabinet (Accepted)j. Further update on progress made at following People OSC meeting.

Actions

Meeting date	Item	Action	Responsible person	Completion date	Last reviewed	Update/response
16/6/22	ASC Reforms	Add Helen Coombes report to agenda for November meeting	Tom Hudson/Karen Fuller			Following meetings with the Chair and

	KEY		No progress reported		In progress		Complete

							Corporate Director it was agreed that the learning should be embedded within the report presented to the committee, rather than detailed individually.
16/6/22	ASC Reforms	The Local Account to be updated and shared with Scrutiny Committee with a view to it being used as a performance dashboard	Karen Fuller				Verbal update to be provided
16/6/22	Digital Inclusion	That a review of the Digital Inclusion Action Plan be included for the Committee's first meeting in the 23/24 municipal year	Tom Hudson/Claire Taylor	June 23			Agreed with Cllr Phillips and Claire Taylor that this is now scheduled. Clarification on the scope nearer the time.
16/6/22	Home to School Transport	The project plan be accepted and the working group established accordingly	Helen Mitchell				
16/6/22	Home to School Transport	That any draft report and recommendations should be agreed by the Scrutiny Officer, the Chair and Deputy Chair of People OSC, and the Chair of the working group.	Ben Awkal				Report is ongoing

KEY	**No progress reported**	**In progress**	**Complete**

16/6/22	Work programme	Investigate opportunities for incorporating Domestic Abuse into the work programme	Tom Hudson			Discussions held and briefing meeting delivered on 29 July
16/6/22	Work programme	Develop working group scopes to avoid one Scrutiny member chairing multiple working groups in a year	Ben Awkal			Complete
16/6/22	Work programme	Provide details of the organisations which received transition funding for family centres to Cllr Simpson	Tom Hudson	05.07.22		Details sent
16/6/22	Developing the Scrutiny Function	Committee to review and feed back on proposed protocols by e mail	Tom Hudson and Committee			Performance OSC will be looking at issues which may require further changes in its Democratic Processes Working Group. As such, this is delayed until Feb 23.

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Work Programme 2022/23
People Overview and Scrutiny Committee

Tom Hudson tom.hudson@oxfordshire.gov.uk

COMMITTEE BUSINESS

Topic	Relevant strategic priorities	Purpose	Type	Report Leads
10 NOVEMBER 2022				
Review of reforms of children/adult transitions in social care (introduced in 2021)	Prioritise the Health and Wellbeing of Residents Tackle Inequalities in Oxfordshire	To understand current progress and impact and plans for the future	Overview and Scrutiny	Cllr L Brighouse Cllr T Bearder Kevin Gordon Karen Fuller
Children's and Adults' Social Care Workforces	Prioritise the Health and Wellbeing of Residents Create Opportunities for children and young people to reach their full potential.	To understand current and anticipated demand and funding, service sustainability in relation thereto, workforce recruitment and retention challenges and opportunities	Overview and Scrutiny	Cllr L Brighouse Cllr T Bearder Kevin Gordon Karen Fuller

Preparing for Adult Social Care Assurance	Prioritise the Health and Wellbeing of Residents	To understand the ASC system position in relation to assurance reforms and identify areas and actions for improvement in preparation for such reforms		Cllr T Bearder Karen Fuller
12 JANUARY 2023				
Update on Family Solutions Plus	Tackle Inequalities in Oxfordshire Create Opportunities for children and young people to reach their full potential	To understand current progress and plans for the future	Overview and Scrutiny	Cllr L Brighouse Kevin Gordon
Review of Support to Carers (all ages)	Create Opportunities for children and young people to reach their full potential	To understand current offer, effectiveness and the potential for improvements	Overview and Scrutiny	Cllr T Bearder Cllr L Brighouse Karen Fuller
30 MARCH 2023				
Review of the ASC and CSC Workforce	Prioritise the Health and Wellbeing of Residents	To understand current challenges and opportunities	Overview and Scrutiny	Cllr T Bearder Karen Fuller Kevin Gordon

SUB GROUP / WORKING GROUP

SUB GROUPS / WORKING GROUPS				
Name	**Relevant strategic priorities**	**Description**	**Outcomes**	**Members**

Food Strategy Action Plan September	Prioritise health and wellbeing	To review draft action plan and test its ambitions so to deliver the strategy.	To ensure better outcomes	TBC
Education Special Meeting with Regional Schools Commissioner, ESFA/OFSTED October	Create Opportunities for children and young people to reach their full potential	To understand the 'health' of Oxfordshire's schools.	To ensure better outcomes and strong performance To hold to account	Cllr M Waine - lead
The Youth Offer for Oxfordshire	Tackle Inequalities in Oxfordshire Create Opportunities for children and young people to reach their full potential	To evaluate new developments in youth provision across Oxfordshire	To ensure better outcomes	Cllr Graham – lead TBC
Oxfordshire Family Centres	Tackle Inequalities in Oxfordshire Create Opportunities for children and young people to reach their full potential	To assess current provision and the impact of transition funding.	To ensure better outcomes	Cllr Simpson – lead TBC
Home to School Transport (April 2022 – February 2023	Tackle Inequalities in Oxfordshire Create Opportunities for children and young	To review the existing policy and suggest amendments, where possible.	Policy development To ensure better outcomes	Cllr Graham – lead

	people to reach their full potential			

BRIEFINGS FOR MEMBER INFORMATION

BRIEFINGS				
Name	**Relevant strategic priorities**	**Description**	**Outcomes**	**Members**
Health And Care Act 2022	Tackle Inequalities in Oxfordshire Create Opportunities for children and young people to reach their full potential	Ensuring Member and officer understanding of the reforms to the NHS and SC as part of the Health and Care Act and its impact on Oxfordshire	To understand the new health landscape To understand where accountability lies within an integrated system	All
The Emerging Policy Climate for Children's Services / Education:	Tackle Inequalities in Oxfordshire Create Opportunities for children and young people to reach their full potential	Understanding the impact of the National SEND review/green paper, Opportunity for All White Paper, Josh McAlistair Review and the Health and Care Act and its translation for Oxfordshire. To include a review of reforms introduced by OCC on children/adults interface in 2021.	To understand the emerging policy landscape	All (in conjunction with HOSC)
The Emerging Policy Climate for Adults Services	Prioritise health and wellbeing	Understanding the impact of the CQC assurance responsibilities, People At The Heart of Care white	To understand the emerging policy landscape	All (in conjunction with HOSC)

	Tackle Inequalities in Oxfordshire	paper, the Health and Care Act and its translation for Oxfordshire.		

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Forward Plan
November - February 2023

Liz Leffman
Leader of the Council
County Hall, Oxford OX1 1ND

Date Issued:

The Cabinet's Forward Plan: Introduction

This Forward Plan outlines the decisions which are expected to be made over the coming four-month period by or on behalf of the County Council's Cabinet. **NB Also included, for ease of reference, are items for the current month.**

The Plan is arranged in Committee date order, Cabinet or Delegated Decision by Cabinet Member. (The members and their portfolios are listed in the table on the next page.) Each entry briefly describes the subject and scope of the decision; indicates the "target date" on which the decision is expected to be taken and by whom (eg whether the full Cabinet or an individual Cabinet Member); what documents (normally a report by an officer) are expected to be considered; and contact details for the officer(s) dealing with the matter.

Where consultation is being carried out prior to the decision being taken, the principal consultees are specified. The method of consultation will normally be by letter or – where the views of the wider public are to be sought – by press coverage, supplemented by local notices if the decision affects a particular area. Other methods, such as exhibitions, opinion surveys, community forums etc, may be used to supplement these.

The lists include any "key decisions" - those which are "significant" under the terms of government regulations. In general, a key decision may not be taken unless notice of it has been included in the Forward Plan. More detailed information on what is a key decision can be found in the Council's Constitution on the Council's website.[1] This can also be inspected at County Hall.

However, the Council has decided that Oxfordshire's Forward Plan should include all those matters which are expected to come before the Cabinet in the period of the Plan, whether or not they may give rise to key decisions.

If any key decisions are expected to be taken by officers within the Plan period under powers delegated by the Cabinet, these are included in the Plan.

Unless of a confidential nature, reports and other documents for any meeting can be inspected, from approximately a week before the meeting, at County Hall and online[2.] Copies can be supplied on request, at a charge to cover copying costs.

Making Representations about Forward Plan Items

Anyone who wishes to make representations about a particular matter listed in the Plan should send their comments so as to reach the County Council at least a week before it is due to be considered. Comments should be either:

Posted to "Forward Plan", Law & Governance (Democratic Services), Corporate Services, County Hall, Oxford OX1 1ND, delivered in person to the same address or e-mailed to forward.plan@oxfordshire.gov.uk.

There is also a facility for making a short address to the Cabinet or Cabinet Member in person. The deadline for any request to do this is 9.00 am on the working day before the matter is due to be considered. A form is available from Democratic Support Team, Law & Governance (Democratic Services), (contact as above, or telephone Oxford 810806) or online[3.]

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1 Decision Making including Key Decisions – Main Menu > About your Council > Meetings > The Constitution > Part 2, Article 14 – Decision Making
2 Agendas, Minutes & Reports – Main Menu > About your Council > Meetings > Browse Committee Papers
3 Get Involved in Meetings – Main Menu > About your Council > Meetings > Get involved in meetings

Members of the Cabinet

Cabinet Member	Main Areas of Responsibility
Leader of the Council *Councillor Liz Leffman*	Strategy; corporate and community leadership; strategic communications; major external partnerships; regional and strategic infrastructure and planning; economic growth and development; Districts Liaison
Deputy Leader of the Council and Cabinet Member for Children, Education & Young People's Services *Councillor Liz Brighouse OBE*	Children Social Care; Education; 0-5 Offer; Youth Offer
Cabinet Member for Corporate Services *Councillor Glynis Phillips*	Governance and Legal; HR and industrial relations; Cherwell partnership agreement; Broadband/ICT; Customer services; Communications
Cabinet Member for Community Services & Safety *Councillor Jenny Hannaby*	Cultural Services, Registration service, Library service, Coroner's service, Music service, Museum service, History service; Fire & Rescue Service; Trading Standards; Emergency Planning; Community Safety; Gypsies & Travellers
Cabinet Member for Climate Change Delivery & Environment *Councillor Dr Pete Sudbury*	Climate Change; Waste Disposal and recycling centre; Countryside Operations & Volunteers; Ecology/Archaeology/Heritage; Water Strategy – TW Reservoir; Energy Strategy; Minerals & Waste Planning; Lead Flood Authority – Oxford Flood Alleviation Plan; Tree Strategy; Highways Verge Management Strategy; HGV Weight Routes
Cabinet Member for Highway Management *Councillor Andrew Gant*	Highways Delivery Operations – structures and maintenance; Network management; Public Rights of Way; Supported Transport; Fix My Street; Walking and Cycling – Maintenance; LCWIPs/LTNs; Street lighting; Travel Hubs; Public transport – Bus Strategy/Universal Payment/Maps; Cycle Parking; School Streets; 20 Is Plenty – implementation; Enforcement; Car Parking Strategy
Cabinet Member for Travel & Development Strategy *Councillor Duncan Enright*	Government Bids for Funding Initiatives; Infrastructure strategy (OXIS); Digital Connectivity Broadband; Regional and Strategic Infrastructure - Capital Delivery of Major projects; Rail – Cowley/Grove/Worcester Line/Witney; Connecting Oxford; ZEZs/AQMAs/Live Digital Air Quality Display; Travel Hubs; Working Place Levy/Congestion Charge; Waterways; Tourism / economic development
Cabinet Member for Finance *Councillor Calum Miller*	Finance; Property/Investments; Procurement
Cabinet Member for Adult Social Care *Councillor Tim Bearder*	Adult Social Care; Carers services; Support to: People with learning disabilities, Physical disability services, People living with impact of a brain injury, People living with a long-term condition, Older people services, Safeguarding adult services, Homelessness, Hospital discharge; Mental health; Health Partnerships
Cabinet Member for Public Health & Equality *Councillor Mark Lygo*	Public Health; Covid Renewal; Voluntary Sector; Equalities

Cabinet Meetings

18 October 2022

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
A40 Access to Witney - Compulsory Purchase Order and Side Road Orders *(Ref: 2022/012)* To seek approval of the Statement of Reasons and Orders Plans and approval to make the Compulsory Purchase and Side Road Orders.	Cabinet *(18 October 2022)*	Yes - Affects more than 1 division	Yes - Category 2 - Annex	N/A	Decision due date for Cabinet changed from 26/04/2022 to 24/05/2022. Reason: Further work required. Decision due date for Cabinet changed from 24/05/2022 to 21/06/2022. Reason: Further work required. Decision due date for Cabinet changed from 21/06/2022 to 19/07/2022. Reason: Further work required. Decision due date for Cabinet changed from 19/07/2022 to 20/09/2022. Reason: Further work required. Decision due date for Cabinet changed from 20/09/2022 to 18/10/2022.	Cabinet Member for Travel & Development Strategy	Arjen Bouwmeester, Senior Project Manager Tel: 07957602918	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
					Reason: Further work required.			
Capital Programme Monitoring Report - August 2022 *(Ref: 2022/066)* Financial Report on capital spending against budget allocations, including any necessary capital programme approvals.	Cabinet *(18 October 2022)*	Yes - Capital Expenditure >£1m	None	N/A		Cabinet Member for Finance	Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Director of Finance
Parking Standards for New Developments *(Ref: 2022/105)* Approval of parking standards.	Cabinet *(18 October 2022)*	Yes - Affects more than 1 division	None	N/A	Decision due date for Cabinet changed from 20/09/2022 to 18/10/2022. Reason: Further work required.	Cabinet Member for Travel & Development Strategy	Jason Sherwood, Growth Manager (South & Vale) Tel: 07795 684708	Director of Transport & Infrastructure
Street Lighting & Illuminated Assets Policy *(Ref: 2022/100)* Approval of updated Policy.	Cabinet *(18 October 2022)*	Yes - Affects more than 1 division	None	N/A		Cabinet Member for Highway Management	Sean Rooney, Service Lead - Highway Maintenance Tel: 07770 734707	Corporate Director Environment & Place
Zero Emission Bus Regional Areas (ZEBRA) Funding Agreements *(Ref: 2022/156)*	Cabinet *(18 October 2022)*	Yes - Affects more than 1 division	None	N/A		Cabinet Member for Highway Management, Cabinet Member for	Sasha Redhead, Project Manager	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Approval to enter into funding agreements with Stagecoach and Go Ahead Group for ZEBRA.						Travel & Development Strategy		
Adult Social Care Reforms: Fair Cost of Care Exercise and Draft Market Sustainability Planning *(Ref: 2022/128)* To note the Fair Cost of Care Exercise and the development of Oxfordshire's Market Sustainability Plan.	Cabinet *(18 October 2022)*	No	None	<u>External</u> Enagement with Care providers, Healthwatch, Care Association. <u>Internal</u> Quality and Assurance, HESC Commissioning, Comms Team, Digital Team, Operational and HR Team, Senior Officers		Cabinet Member for Adult Social Care	Pippa Corner, Deputy Director Commissioning	Corporate Director for Adults Services
Budget & Business Planning Report - 2023/24 - October 2022 *(Ref: 2022/048)* To provide background and context to the budget and business	Cabinet *(18 October 2022)*	No	None	N/A	Decision due date for Cabinet changed from 20/09/2022 to 18/10/2022. Reason: timing updated to align with the planned Budget & Business Planning Process for 2023/24	Cabinet Member for Finance	Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Director of Finance

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Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
planning process for 2023/24.								
Delegated Powers - October 2022 *(Ref: 2022/138)* To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.1 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.	Cabinet *(18 October 2022)*	No	None	N/A		Leader	Colm Ó Caomhánaigh, Committee Officer Tel: 07393 001096	Director of Law & Governance
Future highway maintenance delivery model - proposed approach *(Ref: 2022/107)* To seek approval from Cabinet to proceed with the proposed approach to develop options for	Cabinet *(18 October 2022)*	No	None	N/A		Cabinet Member for Highway Management	Phil Whitfield, Principal Officer (Service Improvement) Tel: 07741 607809	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
future consideration.								
Oxfordshire Safeguarding Adults Board Annual Report 2021-22 *(Ref: 2022/109)* To note recommendations.	Cabinet *(18 October 2022)*	No	None	N/A		Cabinet Member for Adult Social Care	Steven Turner, OSAB Business Manager Tel: 07917534230	Corporate Director for Adults Services
Oxfordshire Safeguarding Children Board Annual Report 2021-22 *(Ref: 2022/110)* To note recommendations.	Cabinet *(18 October 2022)*	No	None	N/A		Deputy Leader of the Council	Tan Lea, Strategic Safeguarding Partnerships Manager Tel: 07867 923287	Corporate Director for Children's Services

15 November 2022

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Climate and Natural Environment Policy Statement *(Ref: 2022/028)* Agree a new Climate and Natural Environment Policy	Cabinet *(15 November 2022)*	Yes - Affects more than 1 division	None	N/A	Decision due date for Cabinet changed from 24/05/2022 to 19/07/2022. Reason: More engagement with Officers and Councillors.	Cabinet Member for Climate Change Delivery & Environment	Sarah Gilbert, Climate Action Team Leader Tel: 07867 467797, Nick Mottram, Environment Strategy Manager Tel: 07733 002171	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Statement.					Decision due date for Cabinet changed from 19/07/2022 to 15/11/2022. Reason: Further work required			
Property Strategy *(Ref: 2022/090)* Approval for Property Strategy.	Cabinet *(15 November 2022)*	Yes - Affects more than 1 division	None	N/A	Decision due date for Cabinet changed from 18/10/2022 to TBD. Reason: To allow further development, quality assurance and the opportunity to take on board and reflect scrutiny comments following the meeting of the Performance and Corporate Services Overview and Scrutiny Committee on 30 September 2022.	Cabinet Member for Finance	Vic Kurzeja, Director of Joint Property Team Tel: 07726 307813	Corporate Director - Commercial Development, Assets and Investment
Business Management & Monitoring Report - August/September 2022 *(Ref: 2022/081)* To note and seek agreement of the report.	Cabinet *(15 November 2022)*	No	None	N/A		Cabinet Member for Finance	Louise Tustian, Head of Insight & Corporate Programmes Tel: (01295) 221786, Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Corporate Director Customers, Organisational Development & Resources, Director of Finance
Treasury Management Mid Term Review 2022/23 *(Ref: 2022/088)*	Cabinet *(15 November 2022)*	No	None	N/A		Cabinet Member for Finance	Tim Chapple, Treasury Manager Tel: 07917 262935	Director of Finance

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Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
To provide a mid-term review of Treasury Management Activity in 2022/23 in accordance with the CIPFA code of practice.								

29 November 2022

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Central Oxfordshire Travel Plan *(Ref: 2022/158)* To seek approval of the content of the Central Oxfordshire Travel Plan.	Cabinet *(29 November 2022)*	Yes - Affects more than 1 division	None	Public consultation (including Members, stakeholders and residents) on the draft Plan.		Cabinet Member for Travel & Development Strategy	Joanne Fellows, Growth Manager (Central) Tel: 07990 368897	Corporate Director Environment & Place
Core Schemes - Traffic Filters ETRO Approach *(Ref: 2022/139)* Seek Approval for the implementation Traffic Filters ETRO.	Cabinet *(29 November 2022)*	Yes - Affects more than 1 division	None	Consultation on the ETRO is scheduled 5th September to 3rd October 2022. This		Cabinet Member for Climate Change Delivery & Environment, Cabinet Member for Highway	Austin Nwadike, Project Manager	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
				follows a period of stakeholder engagement.		Management, Cabinet Member for Travel & Development Strategy		

20 December 2022

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Capital Programme Monitoring Report - October 2022 *(Ref: 2022/094)* Financial Report on capital spending against budget allocations, including any necessary capital programme approvals.	Cabinet *(20 December 2022)*	Yes - Affects more than one division and Capital Expenditure >£1m	None	N/A		Cabinet Member for Finance	Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Director of Finance
Network Management Plan 2022-2027 *(Ref: 2021/238)* To seek approval of the content of the Network Management Plan 2022-2027.	Cabinet *(20 December 2022)*	Yes - Affects more than 1 division	None	N/A	Decision due date for Cabinet changed from 15/03/2022 to 24/05/2022. Reason: Further work required. Decision due date for Cabinet changed from	Cabinet Member for Highway Management	Keith Stenning, Head of Service - Network Management Tel: 07584 581214	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
					24/05/2022 to 20/09/2022. Reason: Further work required and wider consultation necessary. Decision due date for Cabinet changed from 20/09/2022 to 15/11/2022. Reason: Further work required. Decision due date for Cabinet changed from 15/11/2022 to 20/12/2022. Reason: Further work required.			
Oxfordshire Minerals and Waste Local Plan Process *(Ref: 2022/111)* A report to Cabinet seeking authority to pursue a new Minerals and Waste Local plan and to withdraw the current Minerals and Waste Local Plan Part 2 and the update of the Minerals and Waste Local Plan Part 1.	Cabinet *(20 December 2022)*	Yes - Affects more than 1 division	None	Full consultation will take place on any future Minerals and Waste Local Plan in accordance with the Statement of Community Involvement 2020.		Cabinet Member for Climate Change Delivery & Environment	Kevin Broughton, MWLP Manager Tel: 07979 704458	Corporate Director Environment & Place

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Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Infrastructure Funding Statement *(Ref: 2022/106)* Approve Statement.	Cabinet *(20 December 2022)*	No	None	N/A		Cabinet Member for Travel & Development Strategy	Chris Stevenson, Planning Obligations Manager Tel: 07825 052782	Corporate Director Environment & Place
Voluntary and Community Sector Infrastructure Contract *(Ref: 2022/099)* To approve the new voluntary and community sector (VCS) infrastructure provision.	Cabinet *(20 December 2022)*	No	None	N/A	Decision due date for Cabinet changed from 20/09/2022 to 20/12/2022. Reason: Further work required.	Cabinet Member for Public Health & Equality	Karina Russell, Senior Policy Officer Tel: 07917 921511, Chloe Taylor, Interim Head of Strategy	Corporate Director Customers, Organisational Development & Resources
Workforce Report and Staffing Data - Quarter 2 - July to September 2022 *(Ref: 2022/095)* Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.	Cabinet *(20 December 2022)*	Yes	None	N/A		Cabinet Member for Corporate Services	Karen Edwards, Director of Human Resources Tel: 07825 521526	Corporate Director Customers, Organisational Development & Resources

24 January 2023

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Banbury Local Cycling and Walking Infrastructure Plan (LCWIP) *(Ref: 2021/232)* To seek approval of the LCWIP policy for the Banbury (and neighbouring areas).	Cabinet *(24 January 2023)*	Yes - Affects more than 1 division	None	N/A	Decision due date for Cabinet changed from 21/06/2022 to 20/09/2022. Reason: Further time needed for stakeholder engagement to inform the plan. Decision due date for Cabinet changed from 20/09/2022 to 24/01/2023. Reason: Further time needed for engagement to inform the plan.	Cabinet Member for Travel & Development Strategy	Eric Stevens, Principal Infrastructure Planner Tel: 07436 700673	Corporate Director Environment & Place
Budget & Business Planning Report - 2023/24 - January 2023 *(Ref: 2022/131)* To propose the 2023/24 revenue budget, MTFP and capital programme for recommendation to Council in light of comments from the Performance & Corporate Services Overview & Scrutiny Committee and	Cabinet *(24 January 2023)*	Yes - Revenue Expenditure > £500,000	None	N/A		Cabinet Member for Finance	Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Director of Finance

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
consultation feedback.								
Witney Local Cycling and Walking Infrastructure Plan (LCWIP) *(Ref: 2022/134)* To seek approval of Witney LCWIP.	Cabinet *(24 January 2023)*	Yes - Affects more than 1 division	None	Public and stakeholder consultation of draft plan will commence in Autumn 2022 and be reported to Cabinet in January 2023.		Cabinet Member for Highway Management	Odele Parsons, Senior Transport Planner Tel: 07974 002860	Corporate Director Environment & Place
Business Management & Monitoring Report - October/November 2022 *(Ref: 2022/132)* To note and seek agreement of the report.	Cabinet *(24 January 2023)*	No	None	N/A		Cabinet Member for Finance	Louise Tustian, Head of Insight & Corporate Programmes Tel: (01295) 221786, Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Director of Finance
Delegated Powers - January 2023 *(Ref: 2022/133)* To report on a quarterly basis any executive decisions taken under the specific powers and	Cabinet *(24 January 2023)*	No	None	N/A		Leader	Colm Ó Caomhánaigh, Committee Officer Tel: 07393 001096	Director of Law & Governance

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Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
functions delegated under the terms of Part 7.1 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.								

21 February 2023

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Abingdon Local Cycling and Walking Infrastructure Plan (LCWIP) *(Ref: 2022/142)* To seek approval for the draft Abingdon Local Cycling and Walking Infrastructure Plan.	Cabinet *(21 February 2023)*	Yes - Affects more than 1 division	None	N/A		Cabinet Member for Travel & Development Strategy	Samuel Larkin, Transport Planner Tel: 07526986003	Corporate Director Environment & Place
Formal Approval of Early Years Funding Formula 2023/24 *(Ref: 2022/141)*	Cabinet *(21 February 2023)*	Yes - Affects more than one division and revenue	None	Schools Forum		Deputy Leader of the Council	Sarah Fogden, Finance Business Partner Tel: 07557 082613	Corporate Director for Children's Services

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
To seek approval for the funding formula for 2- year old and for 3 and 4-year old provision.		expenditure > £500,000						

Cabinet Member Meetings

Deputy Leader and Cabinet Member for Children, Education & Young People's Services

17 January 2023

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Formal Approval of Schools Funding Formula 2023/24 *(Ref: 2022/140)* To seek approval for the funding formula for schools.	Deputy Leader of the Council *(17 January 2023)*	Yes - Affects more than 1 division	None	Schools Forum		Deputy Leader of the Council	Sarah Fogden, Finance Business Partner Tel: 07557 082613	Corporate Director for Children's Services

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Cabinet Member for Highway Management

13 October 2022

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Aston, Cote and Bampton - proposed 20mph speed limit *(Ref: 2022/122)* To seek approval for a proposed 20mph speed limit.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Blewbury - proposed 20mph speed limit *(Ref: 2022/121)* To seek approval for a proposed 20mph speed limit.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Cassington proposed 20mph speed limit *(Ref: 2022/119)* To seek approval for a proposed 20mph speed limit.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Chalgrove - proposed 20mph speed limit *(Ref: 2022/114)* To seek approval for a proposed 20mph	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
speed limit.								
Deddington - B4035 Hempton Road - proposed extension of 30mph speed limit and traffic calming build out *(Ref: 2022/127)* To seek approval for a proposed raised zebra crossing and waiting restrictions.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Daniel Mowlem, Engineer - Road Agreements Team - C&W Engineering 1 Tel: 07393 001029	Corporate Director Environment & Place
Didcot - Ladygrove area - proposed 20mph speed limit *(Ref: 2022/118)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Garsington: Wheatley Road – proposed zebra crossing and traffic calming measures *(Ref: 2022/076)* A decision is sought on a proposed zebra crossing and traffic calming measures.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	N/A		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Proposed amendments	Cabinet	No	None	Three week		Cabinet	Lucy Prismall,	Corporate

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
to existing parking restrictions in Parks Road, St Giles, Mansfield Road, Jowett Walk and Savile Road *(Ref: 2022/129)* A decision is sought on whether to proceed with making changes to existing permanent Traffic Regulation Orders.	Member for Highway Management *(13 October 2022)*			consultation prior to the Cabinet Member Decision.		Member for Highway Management	Senior Transport Planner Tel: 07526187278	Director Environment & Place
Shiplake - A4155 proposed 30mph speed limit and traffic calming measures *(Ref: 2022/136)* To seek approval for a proposed 30mph speed limit and traffic calming measures arising from the development of adjacent land.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Statutory traffic scheme consultation.		Cabinet Member for Highway Management	Ryan Moore, Senior Engineer (Road Agreement Team - S&V) Tel: 07557 082568	Corporate Director Environment & Place
Upper Heyford: Camp Road - Proposed Waiting Restrictions and Loading Bay *(Ref: 2022/010)* To seek approval of	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Key Stakeholders and Local Residents	Decision due date for Cabinet Member for Highway Management changed from 24/03/2022 to 28/04/2022. Reason: Further	Cabinet Member for Highway Management	Julian Richardson, Senior Engineer (Road Agreements Team C&W) Tel: 07825 052736,	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
proposed waiting restriction and goods vehicle loading bay.					work required. Decision due date for Cabinet Member for Highway Management changed from 28/04/2022 to 23/06/2022. Reason: Further work required Decision due date for Cabinet Member for Highway Management changed from 23/06/2022 to 13/10/2022. Reason: Further work required.		Tim Shickle, Group Manager - Traffic & Road Safety Tel: 07920 591545	
Wantage - Charlton Village Road - proposed raised zebra crossing and waiting restrictions *(Ref: 2022/124)* To seek approval for a proposed raised zebra crossing and associated waiting restrictions.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Mark Francis, Traffic & Traffic Schemes Technical Officer (South) Tel: 07730 926962	Corporate Director Environment & Place
Wantage - Springfield Road - proposed waiting restrictions *(Ref: 2022/135)* To seek approval for	Cabinet Member for Highway Management *(13 October 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Mark Francis, Traffic & Traffic Schemes Technical Officer (South) Tel: 07730 926962	Corporate Director Environment & Place

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Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
proposed waiting restrictions.								
Watlington: B480 Cuxham Road – proposed extension of 30mph speed limit *(Ref: 2022/085)* A decision is sought on a proposed extension of the 30mph speed limit.	Cabinet Member for Highway Management *(13 October 2022)*	No	None	N/A	Decision due date for Cabinet Member for Highway Management changed from 08/09/2022 to 13/10/2022. Reason: Further work required	Cabinet Member for Highway Management	Jet Dehal, Senior Engineer (Road Agreements Team S&V Engineering 2) Tel: 07767 648708	Corporate Director Environment & Place

17 November 2022

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Abingdon - proposed 20mph speed limit *(Ref: 2022/145)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	Yes - Affects more than 1 division	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Oxford- A40 junction with Blandford Avenue and Davenant Road – proposed access restrictions and traffic calming measures	Cabinet Member for Highway Management *(17 November 2022)*	Yes	None	N/A	Decision due date for Cabinet Member for Highway Management changed from 26/05/2022 to 21/07/2022.	Cabinet Member for Highway Management	Tim Shickle, Group Manager - Traffic & Road Safety Tel: 07920 591545, Anthony Kirkwood,	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
(Ref: 2022/037) A decision is sought on a proposed proposed access restrictions and traffic calming measures.					Reason: Further work required Decision due date for Cabinet Member for Highway Management changed from 21/07/2022 to 13/10/2022. Reason: Further work required. Decision due date for Cabinet Member for Highway Management changed from 13/10/2022 to 17/11/2022. Reason: Further work required.		Principal Engineer - Traffic & Road Safety Tel: 07392 318871	
Ambrosden - proposed 20mph speed limit *(Ref: 2022/150)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Banbury: land west of A423 Southam Road – proposed 20mph speed limit *(Ref: 2022/084)* A decision is sought on a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	N/A	Decision due date for Cabinet Member for Highway Management changed from 08/09/2022 to 13/10/2022. Reason: Further work required. Decision due date	Cabinet Member for Highway Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
					for Cabinet Member for Highway Management changed from 13/10/2022 to 17/11/2022. Reason: Further work required.			
Benson - A4074 and Oxford Road - proposed 40mph and 30mph speed limits *(Ref: 2022/126)* To seek approval for proposed 40mph and 30mph speed limits.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation.	Decision due date for Cabinet Member for Highway Management changed from 13/10/2022 to 17/11/2022. Reason: Further work required.	Cabinet Member for Highway Management	Jason Sherwood, Growth Manager (South & Vale) Tel: 07795 684708	Corporate Director Environment & Place
Bladon - proposed 20mph speed limit *(Ref: 2022/151)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Brize Norton - proposed 20mph speed limit *(Ref: 2022/153)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Clanfield - proposed 20mph speed limit *(Ref: 2022/152)*	Cabinet Member for Highway	No	None	Standard traffic		Cabinet Member for Highway	Geoff Barrell, Senior Infrastructure	Corporate Director Environment &

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
To seek approval of a proposed 20mph speed limit.	Management *(17 November 2022)*			scheme consultation		Management	Planner Tel: 07740 779859	Place
East Hagbourne - Main road proposed waiting restrictions and additional / amended traffic calming *(Ref: 2022/108)* A decision is sought on proposed waiting restrictions and traffic calming measures.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	N/A	Decision due date for Cabinet Member for Highway Management changed from 08/09/2022 to 13/10/2022. Reason: Further work required. Decision due date for Cabinet Member for Highway Management changed from 13/10/2022 to 17/11/2022. Reason: Further work required.	Cabinet Member for Highway Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Horton-cum-Studley - proposed 20mph speed limit *(Ref: 2022/146)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Idbury - proposed 20mph speed limit *(Ref: 2022/147)* To seek approval of	Cabinet Member for Highway Management *(17 November*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

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Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
a proposed 20mph speed limit**.**	*2022)*							
Kingston Bagpuize - A415 Abingdon Road - proposed zebra crossing *(Ref: 2022/123)* To seek approval for a proposed zebra crossing.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation.	Decision due date for Cabinet Member for Highway Management changed from 13/10/2022 to 17/11/2022. Reason: Further work required.	Cabinet Member for Highway Management	Mark Francis, Traffic & Traffic Schemes Technical Officer (South) Tel: 07730 926962	Corporate Director Environment & Place
Merton - proposed 20mph speed limit *(Ref: 2022/148)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Piddington - proposed 20mph speed limit *(Ref: 2022/149)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Sonning Common - proposed 20mph speed limit *(Ref: 2022/154)* To seek approval of	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
a proposed 20mph speed limit.								
Sunningwell and Bayworth - proposed 20mph speed limit *(Ref: 2022/155)* To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation		Cabinet Member for Highway Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Thame: Central area proposed parking measures *(Ref: 2022/143)* To seek approval of proposed parking measures.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	James Whiting, Principal Officer - Parking Tel: 07584 581187	Corporate Director Environment & Place
Wallingford - Reading Road - proposed bus stop clearway *(Ref: 2022/125)* Seek approval for proposed bus stop clearways.	Cabinet Member for Highway Management *(17 November 2022)*	No	None	Standard traffic scheme consultation.	Decision due date for Cabinet Member for Highway Management changed from 13/10/2022 to 17/11/2022. Reason: Further work required.	Cabinet Member for Highway Management	Jet Dehal, Senior Engineer (Road Agreements Team S&V Engineering 2) Tel: 07767 648708	Corporate Director Environment & Place
Witney: The Leys proposed traffic calming measures *(Ref: 2022/144)*	Cabinet Member for Highway Management *(17 November*	No	None	Standard traffic scheme consultation.		Cabinet Member for Highway Management	Mike Wasley, Principal Officer - Traffic Schemes Tel: 07393 001045	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
To seek approval of proposed traffic calming measures.	*2022)*							

Cabinet Member for Travel & Development Strategy

8 December 2022

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
North Oxford Corridor - Kidlington Roundabout *(Ref: 2022/093)* To approve i) the proposed 30mph speed limit on Kidlington Roundabout and all approaches (A4260/A4165), including the full length of the A4165 where a 40mph speed limit currently applies ii) the introduction of a bus lane on Bicester Road and revised bus lane extents on	Cabinet Member for Travel & Development Strategy *(8 December 2022)*	Yes - Affects more than 1 division	None	Public consultation on the scheme proposals with residents and businesses including statutory consultation in respect of the proposed traffic order changes and crossings etc. Key	Decision due date for Cabinet Member for Travel & Development Strategy changed from 08/09/2022 to 13/10/2022. Reason: Further work required. Decision due date for Cabinet Member for Travel & Development Strategy changed from 13/10/2022 to 08/12/2022. Reason: Further work required.	Cabinet Member for Travel & Development Strategy	Aron Wisdom, Programme Lead (HIF1) Tel: 07776 244856	Corporate Director Environment & Place

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
A4165 Oxford Road (north), iii) introduction of signalised crossings for pedestrians and cyclists.				stakeholders include Emergency Services, Bus & Coach companies, Cabinet Members, District and Parish Councils.				