

CABINET - 17 OCTOBER 2017

BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 1 2017-18

Report by Assistant Chief Finance Officer (Assurance)

Introduction

1. This paper provides details of Oxfordshire County Council's performance for quarter 1 (1 April – 30 June 2017). It also summarises where we are with the improvement of business management arrangements.
2. The report shows that at the end of the first quarter we were on course to meet the three strategic priorities set out in the current Corporate Plan. A report on key achievements and issues is attached at Annex 1 (pages 3-7). Performance dashboards are included at Annex 2 (pages 8-14).
3. Of the 23 outcomes being reported on this year, 21 were rated Green or Amber at the end of Quarter 1. The 2 outcomes rated Red are set out on pages 6-7.
4. Of the 50 success indicators being reported on, 2 were rated as Red for quarter 1. In both cases these have directly led to the 2 Red-rated outcomes noted above.
5. Looking into quarter 2, the 'outlook' column in the dashboards shows that the outlook for 49 of the 50 success indicators was "stable" or "positive/improving".

Business management in 2017-18

6. This report represents steps forwards in activity to improve business management in the council, but further work is needed.
7. As in previous quarters, this report summarises progress towards the Corporate Plan's three high-level priorities, as indicated by outcomes and measures identified by Directorates. Around half of the outcomes – all of those led by Children, Education and Families, Social and Community Services, and Public Health – have been updated or introduced for 2017-18. The remainder – those in Communities and Community Safety Services – have been carried over from 2016-17, the relevant Directors and Strategic Director being content that they still adequately represent current business activity (the wording of Oxfordshire Fire & Rescue Services outcomes has been updated slightly). Ongoing review of business priorities in those teams may lead to revision of outcomes and measures during Quarter 2. Outcomes which have been updated in this report are shown in bold on page 8.
8. Resources Directorate is similarly reviewing its business and priorities, and any outcomes and measures resulting from this process would similarly be brought forwards in the Quarter 2 report. For the current report, the sole outcome from

2016-17 belonging to Resources Directorate has been deleted from the dashboards pending the completion of this work (see page 15).

9. This report does not yet directly indicate progress towards County Leadership Team's (CLT's) 12 strategic priorities, identified by Strategic Directors on 3 May and published internally as part of the "How the Council is changing" document (see page 16). Mapping directorate outcomes against these priorities will be done during Quarter 2 following completion of the work noted in paragraphs 7 and 8, and will be revisited in Quarter 3 when Cabinet considers the draft Corporate Plan prospectus.
10. Work to develop the business management dashboard – to provide a single view of the council's business management, including data on performance, finance, risk and so on – will be taken forwards in parallel. While the final dashboard product is likely to depend on the conclusion of the Business Intelligence work, it will be possible to provide a "proof of concept" dashboard for CLT by the end of Quarter 2, with a fully populated dashboard using near-current data in Quarter 3.
11. The timetable for the next few months' work is as follows:
 - i. Directors will complete their work identifying priority outcomes and measures during September/October.
 - ii. Work to map and align the directorate-level outcomes with CLT's 12 strategic priorities, and with the emerging new Corporate Plan priorities, will be undertaken in September/October.
 - iii. Design of the new business management dashboard will be brought to CLT during October for proof of the concept
 - iv. A dashboard populated with Q2 data will be brought to CLT along with the Q2 quarterly report in November to assess its readiness for use
12. For clarity, 11(ii) above will lead to two distinct lines of reporting, based on the same data provided routinely by Directorates. The first line of reporting – to CLT, Cabinet and the public – will show progress towards the outcomes set in the Corporate Plan. The second line of reporting – primarily to Strategic Directors and CLT – will have a wider business management focus on progress towards CLT's 12 strategic priorities. Effectively the former will report "what" is being achieved, and the latter will report "how". Reporting formats will be considered in October.
13. **Members are RECOMMENDED to:**
 1. **Note the performance set out in this report.**
 2. **Note the ongoing work to improve business management and performance reporting.**

27 September 2017

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

Contact Officer: Steven Jones, Corporate Performance and Risk Manager
steven.fairhurstjones@oxfordshire.gov.uk 07932 318 890

ANNEX 1 – PERFORMANCE REPORT – QUARTER 1 2017-18

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

A thriving economy

- Public consultation has started on the County Infrastructure Strategy
- 5 new innovation bids were submitted in the last quarter
- All new mineral and waste applications were determined within 13 weeks
- Community Safety Services has seen a steady improvement in this area. We have continued to see an increase in the number of interventions by our Trading Standards Team. Interventions are expected to remain higher than target due to our new partnership with a local business for 'scale verification' work.

Protecting vulnerable people

- We continue to promote healthy lifestyles and all our public health measures are on target - including over 85% of the eligible population being invited for an NHS health check since the County Council took on responsibility for this.
- The level of satisfaction with adult social care services in Oxfordshire is higher than the national average. Care providers are rated by the care quality commission and a greater proportion are rated as good or outstanding than the national average.
- Despite the increases in activity seen in children's social care the timeliness with which we deal with child protection investigations remains above the national average.
- Safety messages via social media platforms continue to rise with the highest number delivered in one quarter: over 270,000 since the start of reporting. The main reason for the continued increase in the reach of our social media is the new 'campaign approach' which was developed over 2016-17 and is now reaping the rewards. These changes have included a change in the style of messages we are posting and increased engagement with social media. There has been significantly greater engagement on a handful of posts, for example one water safety post reached over 50,000 people on Twitter.

Efficient public services

- We are recruiting a group of service users to work with us on a programme of co-produced service changes in adult social care

- We have doubled the number of early help assessments in children's services. This not only means that children and families experience the most effective, least intrusive, solutions to the issue they face, but it also reduces the pressure on social care staff and allows them to work more intensively with the cases they hold.
- We remain among the very best authorities in the country at recycling household waste, with over 59% recycled
- We continue to reduce our carbon footprint year on year
- Emergency co-responding incidents continue to be high (particularly in the City Area) with over 350 responses made throughout the County in quarter one. The new 'Ambulance Response Programme' may reduce the amount of calls we receive in the future.
- We continued to meet our emergency service response standards in Quarter 1
- Achievements post-Grenfell Tower requires particular attention. During the 1st quarter 1 Oxfordshire Fire & Rescue Services (OFRS) attended residents' meetings for each of our tower blocks, as well as a Parish Council meeting, to provide support to partner organisations, stakeholders and communities. As a result of the ongoing refurbishment program OFRS created an evacuation guide for the residents of each of the tower blocks based upon how the fire alarm works in the different areas of the building, and the actions that the residents should take.
- Over the course of 3 days, operational fire crews from across Oxford City attended all 5 of the Tower Blocks and hand-delivered this guidance to each of the 348 residences. We conducted a "safe and well visit" in 80% of these residencies. Those where we were unable to make contact with the occupier we left safety literature, including a bespoke evacuation guide, and invited the resident to make contact with us to request a "safe and well visit". Each of the tower blocks was also subjected to a full fire safety audit, undertaken by a specialist Fire Safety Inspector from the Fire Protection Team. This demonstrated that the General Fire Precautions within the building, and the actions of the landlord (Oxford City Council) were appropriate.
- OFRS engagement with the residents' committee of Windrush and Evenlode Towers remains in place due to the ongoing complexity surrounding their cladding system.
- OFRS have also been heavily involved with the Oxford University Hospital Trust, that operates the John Radcliffe, Churchill, and Nuffield Orthopaedic Hospitals. 4 buildings have been inspected by specialist Fire Safety Officers. The building of main concern was the Trauma Building on the John Radcliffe site, which has culminated in the Trust taking the decision to move the inpatients from the building to other areas of the Hospital. OFRS operational crews from Oxford City have attended joint training on site with NHS staff to work on contingency measures to ensure that all parties will be able to deal

with effects of a fire should one occur prior to the inpatients wards being emptied.

Section B: key issues currently affecting our ability to deliver our priorities

A thriving economy

- Despite a 70% increase in planning applications compared to Quarter 1 last year, we forecast we will hit our target of dealing with 80% of planning applications within the agreed timescales by the end of the year, though performance in Q1 did dip below target.
- The level of reactive demand (e.g. unwanted fire signals, post fire audits and complaints etc.) has meant that our Fire Protection Team are unable to commit resources to the proactive high risk inspection programme

Protecting vulnerable people

- Although satisfaction with services in adult social care remains high, and care providers in the county are rated highly by the care quality commission, Oxfordshire has a significant workforce issue and faces challenges sourcing care. This can lead to people having to wait for care, both in hospitals and their own home. Demand for adult social care continues to grow both with the changing demographic profile and increased expectations of local authority funded care.
- Children's Services has embarked on a major change programme to develop early help services and reduce the demand on social care services. The impact of early help services will take some time to come to full fruition and is dependent on close co-ordinated work from partner agencies. This work is being co-ordinated through the children's trust

Efficient public services

- The workforce, both internal and external, both paid and voluntary remains our key asset in delivering our objectives. The high cost of housing, alternative job opportunities and the pressure of the job present challenges in delivering a sustainable paid and volunteer workforce.

Section C: key performance issues requiring intervention / consideration.

The following narratives explain outcomes which Directors have rated “Red”. A Red rating indicates that the outcome in question might not be achieved by year end as things stand, based on a number of factors including levels of performance and risk.

1.	Corporate Plan priority	EFFICIENT PUBLIC SERVICES
	Outcome affected	Working with the NHS, private and voluntary sector providers to deliver effective services
	Dashboard details	Success indicator 7
<p>Oxfordshire has had a long term problem with delayed transfers of care. In 2016/17 over 51,000 bed days were lost to delays, which was the 4th highest rate in the country and nearly 3 times the national average.</p> <p>Prior to October 2016, there were a multitude of services supporting people to leave hospital. This often resulted in people being passed between services. Early in 2016, the Council and local NHS partners agreed a streamlined pathway with a single service supporting discharge. The new service was commissioned and the contract was awarded to Oxford University Hospitals NHS Foundation Trust in a new service called HART. The service is contracted to deliver just under 9000 hours of care per month. However, because of the challenges of recruiting and retaining care workers the service has only delivered 67% of contract levels since October 2016. The Council and provider are working together on an action plan to increase recruitment and improve retention so that the service will be at capacity by the end of September 2017. This has been subject to an external review by the NHS England Quality Assurance Team. They noted:</p> <ul style="list-style-type: none"> • A reduction in the waiting list • More robust screening/triaging of patients accessing the service • Weekly reprioritising of community patients • Multi-disciplinary approach to supporting patients in the community with good liaison between the HART team and colleagues in Oxford Health NHS trust • Daily review of patients waiting discharge from hospital and re-prioritising based on need • Inclusion of therapy in the skill mix of the HART service • Commissioning and use of additional respite beds to provide contingency for the service • Therapy services and social care in-reach into respite beds with good outcomes for patients • Reducing package sizes, through support from OCC’s Reablement Outreach Team • Improving recruitment and retention and associated recruitment trajectory which although ambitious is felt to be achievable 		
Recommended action	<p>No further additional action is recommended at this time. Comprehensive action plans are in place. NHS England have reviewed the situation and plans and concluded "(Oxfordshire) evidenced good assurance ... in managing the patient flows as well as risk stratification and oversight of patients waiting “</p>	

2.	Corporate Plan priority	PROTECTING VULNERABLE PEOPLE
	Outcome affected	Number of preventative “safe and well” visits carried out by OCC FRS and Community Safety teams in this quarter (target -1,562) to help vulnerable children and adults lead a more independent and secure life.
	Dashboard details	Success indicator 46
<p>This quarter the number of Safe and Well visits carried out is currently recorded as significantly lower than last year. This was due to a backlog of processing the paperwork generated from the visits as a result of reduced resources attributable to the establishment of a new administration support team and the development of a new electronic recording process.</p> <p>This did not present a significant risk, and we expect the rate for quarter 2 to be back on target once the reporting and administration systems are embedded.</p>		
Recommended action	No further additional action is recommended at this time.	

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

PRIORITY: PROTECTING VULNERABLE PEOPLE								
Outcomes	14,168 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives (CSS)	Number of preventative "safe and well" visits carried out by OCC FRS and Community Safety teams (target -1,562 per quarter) to help vulnerable children and adults lead a more independent and secure life. (CSS)	To deliver 266,664 specific safety messages to contribute towards promoting a safer community, across all social media platforms (CSS)	Ensuring all children have a healthy start in life (PH)	Preventing early death and promote healthy lifestyles (PH)	Safely reducing the number of looked after children - providing support to enable families to care (CEF)	To deliver sustained and improved experience for people who access our services (SCS)	To deliver Sustainable, good quality services (SCS)

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

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

SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter 1 2017-18

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

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CHILDREN, EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter 1 2017-18

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

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PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter 1 2017-18

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook	
PROTECTING VULNERABLE PEOPLE	Ensuring all children have a healthy start in life	19	Number of mothers who receive a universal face to face contact at 28 weeks or above	70%	N	G	↔
		20	Percentage of births that have received a face to face New Birth Visit	95%	N	G	↔
		21	Percentage of children who received a 12 month review	93-95%	N	G	↔
		22	Percentage of children who received a 2-2.5 year review	93-95%	N	G	↔
		23	Babies breastfed at 6-8 weeks of age (County)	60-63%	N	G	↔
		24	% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	N	G	↔
	Prevent early death and promote healthy lifestyles	25	% of eligible population 40-74 who have been invited for a NHS Health Check since 1/4/2013	84%	Y	G	↔
		26	% of eligible population 40-74 who have received a NHS Health Check since 1/4/2013	42%	Y	G	↔
		27	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	>2315	N	G	↔
		28	Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	>6.8%	N	G	↔
		29	Number of users on NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>37.3%	N	G	↔
		30	Number of users on ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>50%	N	G	↔

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COMMUNITIES – PERFORMANCE DASHBOARD – Quarter 1 2017-18

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook
THRIVING ECONOMY	An Infrastructure Strategy for Oxfordshire is delivered	31 A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced and developed by Sept 2017	Completion	N	A	↔
	High-quality jobs, and a skilled workforce, are created and sustained	32 Oxfordshire is chosen for 60 new investors / re-investors, 20 of which are 'high value' (as defined by DIT)	60/20	Y	G	↑
		33 We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme	15	Y	G	↑
	Funding for public services is maximised	34 Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process	80%	Y	G	↔
		35 No more than 20% of s106 monies are held within 2 years of potential payback	<20%	Y	G	↔
	OCC's responsibilities for spatial planning are executed	36 80% of District Council planning applications are responded to within the agreed deadline	80%	Y	G	↑
		37 50% of Mineral and Waste applications are determined within 13 weeks	50%	Y	G	↑
	Highways are adequately maintained	38 100% of highway defects posing an immediate risk of injury are repaired within 24 hours	100%	Y	A	↑
		39 90% of highway defects that create a potential risk of injury repaired within 28 calendar days	90%	Y	G	↑
		40 28% of the A and B Classified road network where carriageway maintenance should be considered.	28%	Y	G	↑
EFFICIENT PUBLIC SERVICES	Household waste is disposed of efficiently and effectively	41 59% of household waste is reused, recycled or composted	59%	Y	G	↑
		42 60% of waste from HWRC which is recycled	60%	Y	A	↑
	Year on year reduction in OCC's carbon equivalent emissions	43 Average 3% year on year reduction in carbon equivalent emissions from OCC estates and activities	3%	Y	G	↑

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COMMUNITY SAFETY SERVICES – PERFORMANCE DASHBOARD – Quarter 1 2017-18

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

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COMMUNITY SAFETY SERVICES - continued

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook
EFFICIENT PUBLIC SERVICES	1,000 more people alive as a result of our prevention, protection and emergency response activities	48 250 more people alive as a result of our prevention, protection and emergency response activities per quarter	250	Y	G	↔
	When a fire occurs we aim to send the nearest fire engine in the quickest time possible	49 80% of emergency call attendances to be made within 11 minutes, per quarter	80%	Y	G	↔
		50 95% of emergency call attendances to be made within 14 minutes, per quarter	95%	Y	G	↔

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EXTRACT FROM 2016-17 PERFORMANCE DASHBOARD – FOR INFORMATION (see page 1, paragraph 8)

The outcome and measure below were reported on in every quarter of 2016-17. The outcome remained assessed as Green throughout the year and was not substantially discussed at any of the meetings it went to. Mid-year, Cllr Lindsay-Gale requested the reference to libraries to be added.

This was the sole outcome in the 2016-17 dashboard owned by Corporate Services directorate. Its continued use in 2017-18 will be determined in the ongoing review of Resources Directorate’s priorities and business plan.

	Outcome	Success Indicator	Target	Cumulative Target Y/N	Q1 RAG	Outlook
EFFICIENT PUBLIC SEERVICES	Communities are encouraged to help themselves with support from the County Council, strengthening the role of individual citizens and communities	OCC effectively uses a variety of mechanisms including active participation in the democratic system, being part of Town and Parish Councils, volunteering in their local community and receiving support from the providers of the Council’s Voluntary & Community Sector Infrastructure Contract. Also through direct service delivery under the Oxfordshire Together programme and using communications and services facilitated by OCC libraries	-	N	-	-

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EXTRACT FROM “HOW THE COUNCIL IS CHANGING” (August 2017)

Current areas of focus by the Council Leadership Team [CLT]

As well as supporting staff to do their 'day jobs' delivering excellent services, the issues below have been identified as priorities for focus in the next few months by the Council's Leadership Team. We are keen to hear your views about how you will help us achieve these ambitions and whether you can make the link between your day to day work and these priorities.

1. **Supporting councillors** to undertake their community leadership role effectively and offer support to the **new council** as it drives our future direction
2. **Transforming the council** in the best interests of our residents, including by seeking local government reorganisation, the Fit for the Future programme, service redesign, encouraging innovation, customer focus
3. Supporting a skilled and effective **workforce**
4. Taking a '**Leadership of place**' role - seeking the best outcomes for Oxfordshire on the regional /national stage; and within local communities ('strategic' and 'local' focus)
5. Enabling sustainable **economic growth** in order to fund our future services
6. Seeking to invest in growth and service outcomes through our **investment strategy**
7. Working effectively **with the NHS** to improve the **health and wellbeing** of Oxfordshire's residents and achieve health and social care integration
8. Embedding approaches to **demand management** as we redesign our services
9. Improving the council's **reputation** locally, nationally and internationally by building awareness of what we do and increasing trust and confidence in us

In addition we will continue:

10. Delivering **excellent services** for our residents, meeting our statutory duties and working effectively with communities and partners
11. **Managing the business** effectively, including through robust governance and decision making processes
12. **To be responsive** to the unexpected and actively **horizon scan** to identify and act on opportunities and risks to the council's future direction