



Notice of a Meeting

Performance Scrutiny Committee

Thursday, 24 May 2018 at 10.00 am

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

Membership

Chairman Councillor Liz Brighthouse OBE

Deputy Chairman - Councillor Jenny Hannaby

Councillors:

Nick Carter
Mike Fox-Davies
Tony Ilott

Liz Leffman
Charles Mathew
Glynis Phillips

Emily Smith
Michael Waine
Liam Walker

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

Date of next meeting: 5 July 2018

What does this Committee review or scrutinise?

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

How can I have my say?

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

For more information about this Committee please contact:

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

Peter G. Clark
Chief Executive

May 2018

About the County Council

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

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

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

About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

What does this Committee do?

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

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

A hearing loop is available at County Hall.

AGENDA

1. **Election of Chairman for the 2018/19 Council Year**
2. **Election of Vice-Chairman for the 2018/19 Council Year**
3. **Apologies for Absence and Temporary Appointments**
4. **Declarations of Interest - Guidance note on back page of the agenda**
5. **Minutes (Pages 1 - 6)**

To approve the minutes of the meeting held on 15 March 2018 and to receive information arising from them.

6. **Petitions and Public Address**
7. **Household Recycling Deep Dive Report (Pages 7 - 16)**

10.10

On 4 January 2018 the Performance Scrutiny Committee agreed to establish a deep dive into the falling household recycling rates in Oxfordshire.

Cllr Liz Leffman agreed to lead the deep dive with officer support from the Strategic Manager for Waste and Transport; the Waste Strategy Officer; and a Senior Policy Officer.

This report presents the findings of the deep dive for review by the Performance Scrutiny Committee.

The Committee is RECOMMENDED to:

- a) **review and consider the findings of the deep dive into falling household recycling rates in Oxfordshire,**
- b) **consider a series of recommendations arising from the deep dive, as presented by Cllr Leffman in the May Committee meeting.**

8. **Young Carers Interim Deep Dive Report (Pages 17 - 24)**

10.40

In January 2018 the Performance Scrutiny Committee discussed the recommendations of the Oxfordshire Health Inequalities Commission and raised concern that it only focused on support for older carers, and did not mention young carers. The Committee agreed to establish a deep dive to examine how the Council identifies and supports young carers to reduce the inequalities they face.

The Committee is RECOMMENDED to:

- a) **review and consider the interim findings of the deep dive into how the Council identifies and supports young carers to reduce the inequalities they face.**
- b) **consider the next steps and suggest any further lines of inquiry for the deep dive.**

- c) **agree to receive final recommendations from the deep dive at the July Performance Scrutiny Committee meeting.**

9. Joint Local Area Inspection of Special Educational Needs and Disabilities (SEND) (Pages 25 - 64)

11.00

A report on the outcome of the Special Educational Needs and Disabilities (SEND) Joint Local Area Inspection, the Council's actions in response to the key areas of weakness and the progress being made.

Education Scrutiny Committee is keeping oversight on the education focused aspects, this report includes the impact of the action plan on children's and adults social care.

The Committee is RECOMMENDED to consider the outcomes of Oxfordshire's inspection and its responsibilities in relation to the joint area accountability for the delivery of the Written Statement of Action.

10. Narrative Report 2017-18 (Pages 65 - 66)

11.30

Every local authority's Annual Statement of Accounts must include "comment by the authority on its financial performance and economy, efficiency and effectiveness in its use of resources over the financial year." This is usually called the Narrative Report.

The Narrative Report is intended to make Oxfordshire County Council's 2017-18 accounts more accessible to the public through 'telling the story'. It should complement the finance data by explaining how the council was funded during the year, the services that were delivered, service performance and the outcomes achieved.

The Narrative Report also contains information summarising the council's performance against its Corporate Plan priorities in Quarter 4 of 2017-18.

The Committee is RECOMMENDED to note the Narrative Report, and with respect to the information on OCC's performance in Quarter 4 2017-18 to consider any items which members wish to schedule for future scrutiny.

*** Annex 1 – the draft Narrative Report will be published when available as an addendum ***

11. Strategic Direction and Outcomes Framework 2018-19 (Pages 67 - 74)

11.45

It is important that the Council articulates a clear Strategic Direction, that draws together our vision, ambitions, priorities and the organisational building blocks being developed as part of the Target Operating Model under our Fit for the Future transformation programme.

This will form a key part of our new Corporate Plan, and set a context for the development of a new Outcomes Framework that enables the monitoring, reporting and understanding of performance at a county and council level.

The Committee is RECOMMENDED to comment on the proposed Strategic Direction and Outcomes Framework, including what measures might be expected to support the indicators, to inform their further development.

*** An A3 copy of Figure 1 will be available to Members at the meeting. ***

12. Demand Management in Children's Social Care

12.00

Within her presentation, the Director of Children's Services will provide the Committee with an outlining of the outcomes of the recent Ofsted inspection into Oxfordshire's services for children that is due to be published on 22 May 2018. This will provide context for the Committee to scrutinise in relation to how Children's Services manages increased demand.

13. Scrutiny Annual Report 2017-18 (Pages 75 - 98)

13.00

The Scrutiny Annual Report provides a summary of the work of the council's overview and scrutiny function in 2017-18. This function includes the council's three Overview and Scrutiny Committees, and any Cabinet Advisory Groups which have been appointed by Cabinet in this time.

The Committee is RECOMMENDED to comment on the report prior to its submission to Council for review and approval.

14. Committee Work Programme (Pages 99 - 102)

13.10

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

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

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

PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 15 March 2018 commencing at 10.00 am and finishing at 1.45 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair
Councillor Jenny Hannaby (Deputy Chairman)
Councillor Nick Carter
Councillor Mike Fox-Davies
Councillor Liz Leffman
Councillor Glynis Phillips
Councillor Emily Smith
Councillor Michael Waine
Councillor Ian Corkin (In place of Councillor Liam Walker)
Councillor Jeannette Matelot (In place of Councillor Charles Mathew)

By Invitation: Ben Pykett, PwC (Item 7)
Nigel Tipple, OxLEP Chief Executive (Item 9)

Officers:

Whole of meeting: Katie Read, Senior Policy Officer;
Colm Ó Caomhánaigh, Committee Officer

Part of meeting

Agenda Item	Officer Attending
5 & 6	Ian Dyson, Assistance Chief Finance Officer (Assurance); Steven Fairhurst Jones, Corporate Performance and Risk Manager
7	Belinda Dimmock-Smith, Programme Manager
8	Alexandra Bailey, Director of Property and Investment
10	Susan Halliwell, Director for Planning and Place; Richard Kuziara, Health Improvement Practitioner; Linda Currie, Planning Strategy Officer; Amanda Jacobs, Principal Transport Planner

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 are attached to the signed Minutes.

10/18 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Charles Mathew (substituted by Councillor Jeannette Matelot), Councillor Liam Walker (substituted by Councillor Ian Corkin) and Councillor Tony Ilott.

11/18 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA

(Agenda No. 2)

There were no declarations of interest.

12/18 MINUTES

(Agenda No. 3)

The minutes of the meeting on 4 January 2018 were approved and signed as a correct record.

13/18 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

A request was received from Mr Simon Hunt, Chair of CycloX, to speak on item 10 – “The Council’s role in shaping places”. It was agreed to receive the presentation at the start of that item.

14/18 QUARTER 3 BUSINESS MANAGEMENT REPORT

(Agenda No. 5)

Mr Fairhurst Jones introduced the report. It is a positive report with 22 of the 23 outcomes rated Green or Amber, as for Quarter 2. The outcome related to looked after children (LACs) remains Red but with an improving trajectory in line with expectations.

Officers responded to Members’ questions as follows:

- The indicators related to LACs are improving and the outlook is positive for Quarter 4.
- The Oxfordshire figures for highways condition are not worse than the national average. The problems include limited budget and roads having to take greater traffic and loads than they were designed for. The outlook is ‘stable’, meaning no improvement to the performance indicator in question is expected in Q4, though efforts to maintain and improve highway conditions will continue to have positive results.
- It is expected that there is capacity to deal with the increase in Early Help Assessments – it has not been flagged as an issue.
- Members’ concern with air quality in Oxford and market towns has been noted with a view to including the matter in next year’s indicators.

- The report will not be produced in the same format for Q4, as this would duplicate effort, but the issues will be covered in the narrative statement with the Statement of Accounts.

15/18 CORPORATE PERFORMANCE MEASURES 2018-19

(Agenda No. 6)

Mr Dyson asked Members to suggest to the County Leadership Team (CLT) areas of high priority and/or high public interest that they would like to see in the coming year's corporate performance measures.

The following were suggested:

- Air quality, potentially covering factors including 'green' vehicle technology, traffic management/restrictions
- Value for money – demonstrating the improvements we have made to services as a result of listening to residents
- Highways – quality, rate of deterioration and repair, including transparency of any constraints or relevant standards
- Education – 16-18 year-old education, engagement in further education, links with skills agenda and OxLEP priorities, apprenticeships
- Education – sufficiency/effectiveness of school nurses, particularly with regard to mental health
- Education – sufficiency of places, construction of new schools, transport to schools
- Giving children a good start – clear indication of how our services join up in schools – more than just absence and exclusion – how we're doing in early years settings should be given greater visibility
- Residents' engagement with OCC – quality of/satisfaction with the customer interface – measure the effectiveness of "the front door"
- Older adults – whole-picture view of how our services impact on the quality and independence of life in later years – could include e.g. bus services, social care, links with district councils' provision of care places – enable focus on blockages, reablement
- Transport – how transport supports jobs and economic growth – both about better/effective/efficient transport (not increasing carbon footprints) and about encouraging jobs in all locations (loss of workplaces in small towns through change of use)

The Chairman also asked officers to consider how best to tap into the local knowledge of councillors.

16/18 UPDATE ON THE COUNCIL'S FIT FOR THE FUTURE TRANSFORMATION PROGRAMME

(Agenda No. 7)

The Chairman and Members expressed their sympathies with Ms Maggie Scott, Assistant Chief Executive, on the tragic loss of her son in a road accident.

Ms Dimmock-Smith and Mr Pykett of PwC invited questions from Members about the update report and responded as follows:

- The projected savings are based on improving processes, use of technology and savings successfully made in comparable local authorities but they are estimates.
- A range of possible savings are included because they will depend on the ambition of the final programme.
- There will have to be an overall reduction in numbers of staff anyway. It is hoped that it can be dealt with through the current turnover of staff rather than by redundancy but some sections may need more staff and others less.
- In the area of social care, it is expected that more activity in the preventative area will reduce demand in the long term.
- The programme involves cultural change aimed at becoming a more innovative and creative organisation.
- They have not looked at the asset base in this programme. There are problems with different interpretations of legislation but there are probably opportunities for income generation.
- This process is looking at functions first and then will consider the physical presence required.
- The current phase of work will include looking at the capacity of partners and providers. While it can be more difficult to attract volunteers in a situation of near full employment, more can be done to encourage and facilitate those in employment to volunteer.
- There is no councillor on the programme's Working Group but Councillor Lindsay-Gale oversees the process as Cabinet Member for Transformation and the Political Group Leaders get regular briefings.
- The changes will help if there is a decision to form a unitary council. PwC are also working with Dorset which has recently been approved to restructure.
- The operating model being developed will provide more detail and then the implementation plan will be very detailed. It is anticipated that savings would only be seen from year 2 onwards.
- The approach to customer assessment may include self-assessment but this would be underpinned by a consistent framework for all assessments.

It was agreed to bring another update report to the Committee for the July meeting.

17/18 THE COUNCIL'S RESPONSE TO THE LIQUIDATION OF CARILLION (Agenda No. 8)

Ms Bailey invited questions on her report and responded as follows:

- While the Council anticipated problems with Carillion and had already agreed to terminate some contracts, the difficulties have been worse than expected. It has been difficult to get the information the Council requires to take back responsibility for many functions.
- It will take until May to complete the baseline information needed.
- Tasks have been prioritised with those involving health and safety and statutory obligations in Category 1 and issues such as snagging and defects in Category 2.
- Some school academies contracted through the Council which subcontracted to Carillion and the Council is responsible for those but not for academies who contracted directly with Carillion.

- The majority of staff who have been transferred to the Council are in the catering and cleaning areas. However, there are others in valuations, programme management, architects, surveyors etc.
- Most of the supply chain is in Oxfordshire and has been retained by the Council.
- The financial implications are still being worked out but now that Council has control of the estate again it may be possible to bring forward some proposals which can help offset the financial losses incurred.
- The Council will learn lessons from the experience which will be taken into account in any future business appraisals.

The Chairman and Members thanked Ms Bailey and her staff for all their hard work in dealing with the crisis.

18/18 OXLEP: ACTIVITIES AND GOVERNANCE

(Agenda No. 9)

Mr Tipple gave a presentation summarising OxLEP's activities and its response to the Mary Rey report on governance and transparency of LEPs. He responded to Members' questions as follows:

- In PwC's 'Good Growth for Cities' Oxford is second only to London.
- Support is available to all SMEs which includes mentoring and financial planning.
- They reach all parts of the county with workshops delivered in localities.
- The growth deal with central government is a good start but is still a long way short of what is needed to develop infrastructure. OxLEP will continue to seek other sources of funding.
- The diversity of the Board will improve in the coming months with two women taking up positions.
- The Skills Board predates OxLEP and has brought the Council, colleges and businesses together. It is now reporting as a sub-group to the main Oxlep Board.
- OxLEP draws in capital investment for skills infrastructure such as the £38m secured for STEM Skills Centres under City Deal and LGF programmes which were only available through LEP led programmes.
- Programmes are already being developed in relation to degree level apprenticeship programmes – some already exist through Brookes University for example in Nursing and Motor sport.
- Our Growth Hub supports SMEs with start-up grants, business planning, workshops, signposting to services such as technology transfers and finance and procurement opportunities for example.
- OxLEP has fully implemented the Mary Ney review recommendations, this includes specific policies on whistleblowing and conflict of interest. A link to their 2018/19 Assurance Framework will be sent to Members.
- 22 local authority staff were seconded to OxLEP in March 2016 and this reflects the increased income shown in the accounts and has led to the increase in income and expenditure in its Annual Report.
- OxLEP works closely with Cherwell District Council and Bicester Vision and has a board member on the OxLEP Board – Phil Shadbolt.

The Chairman thanked Mr Tipple for his presentation and it was agreed to scrutinise the work of the partnership annually.

19/18 THE COUNCIL'S ROLE IN SHAPING PLACES
(Agenda No. 10)

Mr Simon Hunt, Chair of Cyclox, made a short presentation which critiqued the current council performance on provisions for safe cycling facilities, called for more auditing of performance and offered the group's expertise at an early stage of planning.

Ms Halliwell gave a presentation on the Council's role in planning and shaping places. Officers gave the following responses to questions from Members':

- The Council has looked at the travel implications of the 30,000 new homes nearby in Buckinghamshire. The Joint Statutory Spatial Plan (JSSP) provides a clear framework for talking to neighbouring authorities.
- LTP4 is under review and locality meetings will be updated on that.
- There is a long list of infrastructure requirements which will be ranked according to their importance nationally, countywide and in relation to the growth corridor.
- The Active Healthy Travel Strategy is a useful tool in encouraging developers to provide for walking and cycling. Funding may become available through the Growth Deal.
- Evidence is needed to back proposals in S106 negotiations. Provision for cycling is often most easily justified on a productivity argument.
- The two tier council system can make it difficult to implement County Council strategies in planning. Public health issues are addressed in the Council's single responses.

Following concern over the fragmented nature of the existing cycling infrastructure it was agreed that a strategic review is needed in LTP4. It was agreed to discuss LTP4 at a future meeting.

20/18 COMMITTEE WORK PROGRAMME
(Agenda No. 11)

The Committee considered its work programme for the rest of 2018. It was agreed

- to liaise with the Director of Property and Investment on a further update on the Carillion issue;
- to get a further update on the transformation programme in July; and
- to discuss highways issues at the July meeting.

..... in the Chair

Date of signing 2018

PERFORMANCE SCRUTINY COMMITTEE – 24 MAY 2018

HOUSEHOLD RECYCLING DEEP DIVE REPORT

Report by Councillor Liz Leffman, Deep dive lead member

Introduction

1. On 4 January 2018 the Performance Scrutiny Committee agreed to establish a deep dive into the falling household recycling rates in Oxfordshire.
2. Cllr Liz Leffman agreed to lead the deep dive with officer support from the Strategic Manager for Waste and Transport; the Waste Strategy Officer; and a Senior Policy Officer.
3. This report presents the findings of the deep dive for review by the Performance Scrutiny Committee. A series of suggested recommendations for committee members to consider will also be presented at the May Committee meeting by Cllr Leffman.

Context

4. One of the County Council's core priorities is to help provide services that enhance the quality of life in our communities, and protect the local environment. Reducing waste and increasing recycling particularly benefits the environment as fewer raw materials are required, saving energy, reducing emissions and protecting natural resources. As such, the Council aims to ensure household waste is disposed of efficiently and effectively.
5. Recycling targets of 50% by 2020 have been set nationally and by 2015 authorities were required to provide separate collections of paper, plastic, metal and glass. In Oxfordshire the Council's target is for 59% of household waste to be reused, recycled or composted, and 60% of waste from Household Waste Recycling Centres to be recycled.
6. The County Council works closely with the district and city councils to ensure the whole county has kerbside services that collect a wide range of materials, and where possible, waste is managed within the county. For some years the county has been one of the best at recycling in England, recycling almost 60% of household waste and having one of the lowest levels of waste per household.
7. However, recent performance reports (2017/18) have indicated that household recycling rates are below target and on a falling trajectory. In particular, reductions in composting and dry recycling have been reported, linked to waste collection issues and the introduction of charging for green waste in some districts. The situation continues to be closely monitored by the Oxfordshire Environment Partnership and is in line with national trends. The introduction of a new contract for Household Waste Recycling Centres is also expected to drive up performance.

Background

8. On 4 January 2018 the Performance Scrutiny Committee reviewed performance for quarter 2 of 2017/18 (July – September 2017) and raised concerns about household recycling rates falling below target with a deteriorating outlook.
9. The Committee agreed to establish a deep dive to investigate:
 - a) the key issues affecting the performance downturn,
 - b) the impact of District / City Council waste collection strategies, and
 - c) how the County Council and District / City Councils jointly plan to improve performance.
10. To gather evidence and intelligence Cllr Leffman met with lead officers and was briefed on the key national and local issues affecting household recycling rates, as well as the work of the Oxfordshire Environment Partnership. Building on this briefing, further written information was supplied, which has informed the deep dive findings and recommendations.

Findings

National issues

11. Nationally it has been reported that recycling rates are slowing and for the first time in 2016 rates fell. Officers shared that there have been a number of changes in legislation which have impacted on all authorities (e.g. composting of street sweepings, recovery of waste wood) and overall there is general lack of national policy on waste (unlike in Wales and Scotland). This means that many authorities have focused attention and resources away from waste management.
12. At the start of 2018 the Chinese Government also adopted new import rules banning the import of certain waste products, including mixed paper and post-consumer plastics, and imposed a prohibitive contamination limit on all other waste imports. The UK currently sends almost 500,000 tonnes of plastics and 1.4 million tonnes of recovered paper to China each year. China's decision has placed huge pressure on the UK to seek new markets and has led to greater stock piling. As such, there is now a renewed emphasis on working with residents and businesses to ensure that material sent for recycling is of good quality.
13. To challenge a waste industry driven by recycling rates, officers explained the national move towards a circular economy. The circular economy aims to keep resources in use for much longer, extracting the maximum value whilst they are in use, and ensuring they can be recovered and recycled easily at the end of their life. This change will create opportunities for growth and jobs, whilst also reducing waste, saving natural resources, protecting the UK from resource scarcity/security issues, and reducing the environmental impacts of our activities. It will put more pressure on retailers and manufacturers to change the way their packaging is designed, produced, used and disposed of.
14. The concept of 'pay as you throw' was discussed as a potential approach to driving up recycling rates. Officers confirmed that although recycling rates would increase,

UK law prohibits local authorities from charging for the collection of residual waste. However, collection authorities can specify the collection container used and when combined with the stringent enforcement of local waste policy, residual rubbish can be successfully restricted.

Local policy

15. In 2014 the Oxfordshire Waste Partnership was dissolved as part of budget savings and collective communications and education work was also reduced. Officers reported that the results of a recent waste analysis¹ indicate around 48% of waste in people's general rubbish bin could have been recycled using kerbside services. The largest portion of this recyclable material is food waste. The Council is working in a directive way with 'Love Food Hate Waste' to encourage food waste reduction and collection, but targeted communications about recycling other materials are normally led by each district / the city.
16. It is estimated that if all of this recycling was put in the correct bin, the County Council could save around £3 million annually and the countywide recycling rate could rise to around 80% (it is currently 58%). This is significant because with the county's planned population growth the County Council's waste bill could grow by up to £10 million per year by 2040. Currently, the Council's budget for waste management is approximately £27m)
17. The results of a countywide waste consultation on a new Joint Waste Management Strategy carried out in January and February 2018 (see details below) show that residents are confused about what can be recycled, and they require more information to better engage with their current kerbside recycling services. Despite the county having a comprehensive kerbside collection service, there is no uniform policy across the districts / city on what and how materials are collected and this could be contributing to residents' confusion. The recycling rates also vary significantly from just over 50% in the City to 64% in South Oxfordshire (See Appendix 1 for an overview of collection schemes across the County).

Joint Municipal Waste Management Strategy

18. The ambitious targets and partnership approach of a joint strategy have been the driving force behind the rise in recycling rates from 33% in 2005/6 to over 60% within 10 years. Officers reported that Oxfordshire's Joint Waste Strategy is currently being reviewed and is expected to be agreed by the Oxfordshire Environment Partnership (OEP) in the summer/autumn 2018. It will then be adopted by all councils.
19. A public consultation held at the start of 2018 - "Talk rubbish with us" - informed the development of the 5-year Strategy. Over 2,200 responses were received and there was a clear message that residents want to recycle, but need more information about the materials they should be recycling and how best to do this. As such, the Strategy will include a renewed focus on communications and public awareness

¹ Waste analysis involves hand sorting waste from a sample of kerbside bins into categories. The results can then be used to estimate the contents of all the bins across the area using weighting for demographics.

raising, as well as consideration of operational changes that could help increase recycling rates.

20. In March the OEP agreed a proposal in principle to establish a joint communication resource, funded by all partners.

Community Action Group Project

21. The Community Action Group (CAG) Project was highlighted as a particularly effective initiative for tackling waste and recycling issues in Oxfordshire. The County Council supports around 60 community groups to take local action on environmental issues, including waste, transport, food, energy, biodiversity and social justice. The CAG achievements in 2016/17 are outlined in an Annual Report, attached as Appendix 2.

22. The Project is managed by the Waste Strategy team who oversee grant funding and the CAG network, provide guidance and advice, and sign-post where necessary. The team also links with colleagues in Public Health and other areas where the projects have dual benefits / aspects. Whilst these groups are making a difference in their local areas, the biggest challenge identified is reaching the less engaged and more apathetic population, who are less likely to reuse and recycle.

Recommendation

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

- a) **review and consider the findings of the deep dive into falling household recycling rates in Oxfordshire,**
- b) **consider a series of recommendations arising from the deep dive, as presented by Cllr Leffman in the May Committee meeting.**

Councillor Liz Leffman

Lead member – Performance Scrutiny Committee Household Recycling Deep Dive

Contact Officer: Katie Read, Senior Policy Officer
May 2018

Appendix 1 – Overview of district / city collection systems

Collection systems	Cherwell District Council	Oxford City Council	South Oxfordshire District Council	Vale of White Horse District Council	West Oxfordshire District Council
Recycling rate in 2016/17	58.03%	50.13%	64.05%	63.74%	62.95%
Dry recycling	240l Blue bin, collected fortnightly	240l Blue bin, collected fortnightly	240l Green bin collected fortnightly	240l Green bin, collected fortnightly	240l Blue-lidded black bin collected fortnightly
Residual (non recycling)	180l Green bin, collected fortnightly	180l Green bin, collected fortnightly	180l black bin, collected fortnightly	180l black bin, collected fortnightly	180l Grey bin, collected fortnightly
Glass	Not collected at kerbside – take to a bottle bank	Place in recycling bin	Place in recycling bin	Place in recycling bin	Placed in black box, collected fortnightly on same day as recycling bin
Food waste	Brown bin for garden and food waste (with indoor caddy to store your food waste – empty into your garden waste bin), collected fortnightly. Goes to IVC	Green kerbside caddy – collected weekly, goes to AD	Green kerbside caddy, collected weekly, goes to AD	Green kerbside caddy, collected weekly, goes to AD	Black kerbside caddy - collected weekly, goes to AD
Garden waste	Brown bin for garden and food waste (with indoor caddy to store your food waste – empty into your garden waste bin), collected fortnightly. Goes to IVC	Brown bin, £50/year (£47 direct debit) collected fortnightly with recycling. Can have sacks at £31.50 for 10	240l Brown bin, collected fortnightly with recycling, £40.50/year	240l Brown bin collected fortnightly with your recycling, £40.50/year	Green-lidded black bin collected fortnightly on same day as recycling bin, (opt-in & sign up), £30 per bin per year, runs from 1 st April to 31 st March
Collection	Cherwell	Oxford City	South Oxfordshire	Vale of White	West

systems	District Council	Council	District Council	Horse District Council	Oxfordshire District Council
Bulky waste collections	£16 for up to 3 items of old furniture and appliances	Free collection of up to 3 items twice a year	£34.50 for up to 3 items and £7 for each additional item	£34.50 for up to 3 items and £7 for each additional item, maximum of 6 items per collection	£26 for up to 4 items. £5.60 for each additional item
Textiles	Not collected at Kerbside	Not collected at Kerbside	Place in a tied carrier bag next to green bin on normal collection day	Place in a tied carrier bag next to green bin on normal collection day	In carrier bag (clear if possible) alongside recycling bin
Small electricals	Placed on top of your blue bin for recycling	Placed in carrier bag on top of a bin	Place in a tied carrier bag next to grey bin on normal collection day	Place in a tied carrier bag next to grey bin on normal collection day	Placed in black box but in a separate box to your glass bottles and jars
Household batteries	Place in a small clear bag on top of your bins	Place in a small clear bag on top of your bins	Place in a small clear bag on top of recycling bin	Place in a small clear bag on top of recycling bin	In a labelled, used envelope on top of recycling bin lid
Bring banks	Yes	Some	None	None	Yes

AD – Anaerobic digestion, Food waste used to generate electricity and a liquid fertiliser (Digestate)

IVC – In Vessel Composting – controlled composting conditions that ensure food and garden waste reaches appropriate temperatures to kill any pathogens. Produces compost

Materials Accepted

Materials collected for recycling & composting (including bring banks)	Cherwell District Council	Oxford City Council	South Oxfordshire District Council	Vale of White Horse District Council	West Oxfordshire District Council	Household Waste Recycling Centres
Food	Y	Y	Y	Y	Y	N
Garden	Y	Y	Y	Y	Y	Y
Paper	Y	Y	Y	Y	Y	Y
Yellow pages	Y	Y	Y	Y	Y	Y
Cardboard	Y	Y	Y	Y	Y	Y
Tins/cans	Y	Y	Y	Y	Y	Y

Materials collected for recycling & composting (including bring banks)	Cherwell District Council	Oxford City Council	South Oxfordshire District Council	Vale of White Horse District Council	West Oxfordshire District Council	Household Waste Recycling Centres
Other metals	Y	N	N	N	N	Y
Soft plastic (type 1&2, food containers)	Y	Y	Y	Y	Y	Y
Other plastic packaging (salad bags, magazine wrapping)	N	Y	Y	Y	N	N
Plastic bottles	Y	Y	Y	Y	Y	Y
Household Batteries	Y	Y	Y	Y	Y	Y
Car batteries	N	N	N	N	Y	Y
Mobile phone batteries	Y	Y	Y	Y	Y	Y
Mobile phones	Y	Y	Y	Y	Y	Y
WEEE	Y	Y	Y	Y	Y	Y
Glass bottles and jars	Y	Y	Y	Y	Y	Y
Foil	Y	Y	Y	Y	Y	Y
Tetrapaks	Y	Y	Y	Y	Y	N
Carrier bags	N	Y	Y	Y	Y	N
Textiles	Y	Y	Y	Y	Y	Y
Video's, DVD's & CD's	Y	Y	Y	Y	Y	N
Toys	Y	N	N	N	N	N
Bicycles	Y	N	N	N	N	Y
Household/ garden chemicals	N	N	N	N	N	Y
Hardcore/ inert	N	N	N	N	N	Y*
Engine oil	N	N	N	N	Y	Y
Fluorescent tubes	N	N	N	N	N	Y
Wood	N	N	N	N	N	Y*
Gas bottles	N	N	N	N	N	Y
Energy saving light bulbs	N	N	N	N	N	Y
Plasterboard	N	N	N	N	N	Y*

Materials collected for recycling & composting (including bring banks)	Cherwell District Council	Oxford City Council	South Oxfordshire District Council	Vale of White Horse District Council	West Oxfordshire District Council	Household Waste Recycling Centres
Tools	N	N	N	N	N	Y
Tyres	N	N	N	N	N	Y*

Y – Yes

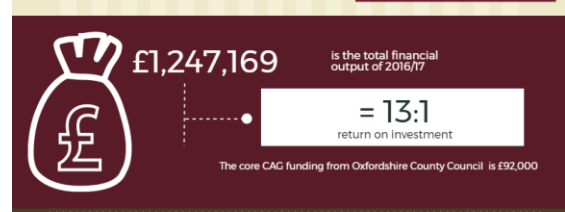
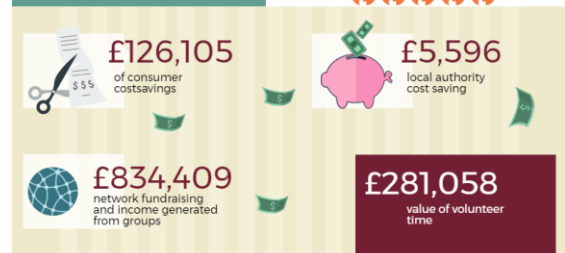
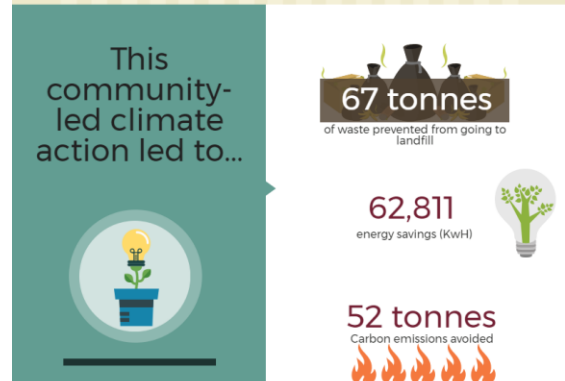
N – No

* Potentially 'non- household' waste and may be subject to a charge at the Household Waste Recycling Centre See www.oxfordshire.gov.uk/chargeablewaste.gov.uk

Appendix 2 – The Community Action Group Project Annual Report 2016/17

The Community Action Group Oxfordshire Project Annual Report 2016-17

Best Community Project, OCVA Awards 2016



All statistics are from ResourceCIT

This page is intentionally left blank

PERFORMANCE SCRUTINY COMMITTEE – 24 MAY 2018

YOUNG CARERS INTERIM DEEP DIVE REPORT

Report by Councillor Nick Carter, Deep dive lead member

Introduction

1. In January 2018 the Performance Scrutiny Committee discussed the recommendations of the Oxfordshire Health Inequalities Commission and raised concern that it only focused on support for older carers, and did not mention young carers. The Committee agreed to establish a deep dive to examine how the Council identifies and supports young carers to reduce the inequalities they face.
2. Councillor Nick Carter agreed to lead the deep dive with support from Councillors Emily Smith and Glynis Phillips. Officer support has been provided by the Young Carers Team Manager and Senior Practitioner, and a Senior Policy Officer.
3. This report presents the interim findings of the deep dive for review by the Performance Scrutiny Committee. Further deep dive activities and evidence gathering is proposed before any final recommendations are presented to the Committee for consideration.

Context

4. A core priority of the County Council is to ensure that every child in Oxfordshire has a good start in life and is protected from abuse and neglect. This includes supporting young carers to develop their skills and confidence, and the opportunities they need to achieve their full potential, the same as other children and young people.
5. The term 'young carer' refers to children and young people under 18 who provide regular or on-going care and emotional support to a family member who is physically or mentally ill, disabled or misuses substances. A young carer becomes vulnerable when the level of care-giving and responsibility to the person in need of care becomes excessive or inappropriate for that child. This risks impacting on his or her emotional or physical well-being, or educational achievement and life chances, and can lead to a loss of self-esteem and confidence.
6. Some of the ways young people care for someone are:
 - staying in the house a lot to be there for the person,
 - non-attendance at school to be available to care,
 - helping the person to get up, wash or dress, use a toilet and other levels of intimate care,
 - taking an inappropriate level of responsibility for the medication of the cared-for person,
 - doing lots of the household chores like shopping, cleaning and cooking,
 - taking responsibility for the care of younger brothers and sisters,
 - providing emotional support.

7. Under the Children and Families Act 2014 and the Care Act 2014 the Council has legal duty to identify young carers up to the age of 25 and carry out assessments that consider the impact of the caring role on the child and whole family. However, finding those young people with a caring role can be difficult, as they are often isolated and hidden from view.

Background

8. On 4 January 2018 the Performance Scrutiny Committee reviewed the recommendations of the Oxfordshire Health Inequalities Commission and scrutinised the County Council's progress in taking these forward. Whilst the Commission highlighted the importance of supporting carers to maintain their health and wellbeing, it focused on the challenges faced by older carers and there were no specific recommendations for organisations focused on reducing inequalities faced by young carers.
9. The Committee agreed to establish a deep dive to investigate how the Council identifies and supports young carers to reduce the inequalities they face. Members of the deep dive chose to focus their initial lines of inquiry on:
 - How the Young Carers Service works in partnership (across service areas and with other organisations) to identify and support young carers;
 - Access to support for young carers;
 - Services currently offered to support young carers;
 - The profile and number of young carers worked with;
 - Reports of young carers' experiences and their views; and
 - Key challenges from officers' perspective
10. Councillors met with lead officers to explore these key lines of inquiry and a summary of the findings from this discussion are outlined below. Further information has been requested by the group to provide greater clarity on certain areas and a visit to the Young Carers Team is being planned.

Findings

Young Carers Team

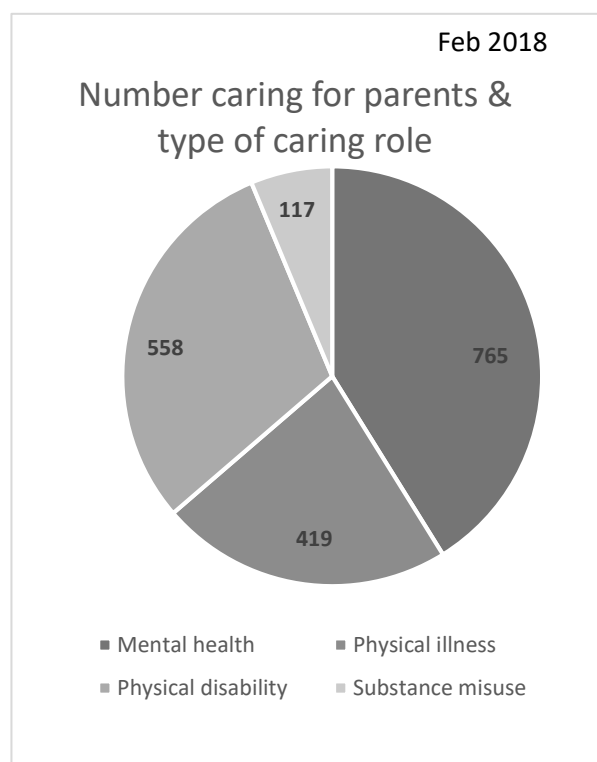
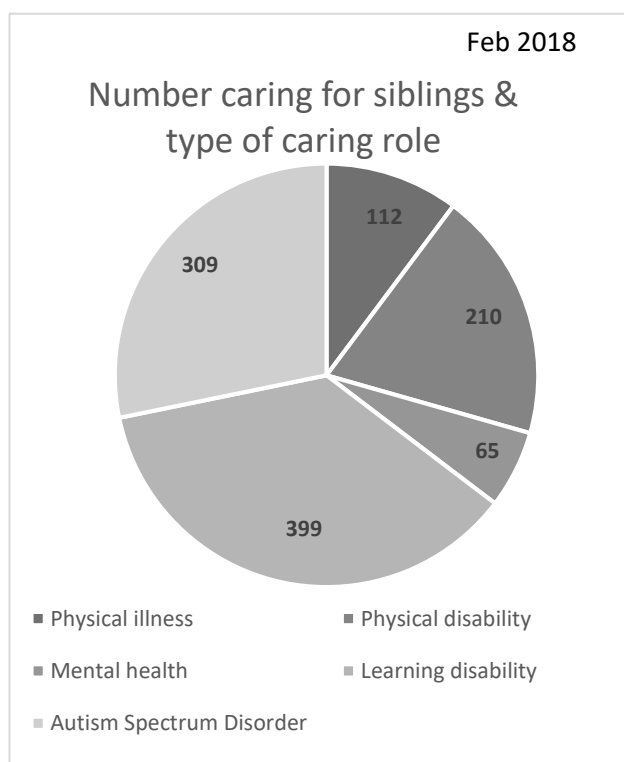
11. To understand the context in which support for young carers is provided, an overview of the Young Carers Team was provided.
12. The County Council has had a Young Carers Team since 2010 and a Young Carers Strategy since 2008. Until 2017 the assessment and support functions were undertaken by two separate organisations: a voluntary sector organisation undertook assessments and an in-house team delivered direct support.
13. The assessment and support functions have now been brought together under a single County Council team of 13 staff, including specialist workers and social work qualified staff. The service is currently in the process of being aligned with mainstream children's services and will be brought under the Family Solutions Service.

The profile of young carers in Oxfordshire

14. The number of young carers known to the Young Carers Service continues to grow each year and there are now over 2,900 identified young carers in Oxfordshire. Between November 2017 and February 2018 alone an additional 374 young carers were identified – a 12.8% increase.

Total young carers identified – Feb 2018 (by Hub)		2,914 (100%)
Banbury	15.4%	North area total 24.9%
Bicester	9.5%	
East Oxford	11.3%	City area total 22.3%
Littlemore	11.0%	
Southeast Oxfordshire	17.3%	South area total 34.2%
Southwest Oxfordshire	16.9%	
West Oxfordshire	14.9%	West area total 14.9%
Unknown	3.8%	

15. Of the young carers identified, the team has seen a significant increase in the number of young people caring for more than one person (19%). Their caring responsibilities range from caring for a parent with drug and alcohol problems, to caring for a severely disabled sibling. The most common caring responsibility is supporting parents with mental ill-health. The youngest carer referred to the Team was just 3 years old.



Cross-service / agency working

16. The Young Carers Service works in partnership with health partners, schools, the Oxfordshire Safeguarding Children Board and with voluntary sector providers. There is a

well-developed Young Carers School Standards Awards Project that runs alongside the national scheme, which was recently highlighted by the Local Government Association as an effective way of meeting the health and wellbeing needs of young carers in spite of widespread budget cuts and increasing demand for children's services¹.

17. There are particularly well-established links with the School Health Nursing Service, as school health nurses are well placed to identify young carers and the wider impacts of a child's caring role. Officers explained that the Young Carers Team has regular contact with nurses making referrals, or following a referral, to ascertain whether a child is known to them. It was therefore, surprising to learn that there is poor take-up of the Young Carers Service training offer for School Health Nurses and that only some have received training from the Department of Health on young carers.
18. Officers also highlighted the good model used with Adult Social Care, whereby dependent children are identified through an adult carers' assessment. The Adult Social and Healthcare Team works closely with Carers Oxfordshire to facilitate carers assessments for any person over the age of 18. However, despite having an effective method of identification, when a young carer is identified as part of an adult social care assessment the case is not automatically prioritised. There was a clear desire among officers to review the system of 'flagging' cases to ensure a whole family approach is truly embedded.
19. Whilst good links across services exist, there remain a number of issues that can delay effective identification. The threshold of needs matrix² used by agencies to communicate their concern about a child signposts to the young carers assessments, but officers indicated it was not easy to record young carers on the referral forms used across children's services. Assurances were given that the assessment process for Children in Need is being reviewed to ensure young carers can be identified through this process.
20. Officers also emphasised the risks posed by children's social care and adult social care using different recording systems. For young adult carers in particular there is a risk that information can be caught between two systems that are not compatible with one another. It is hoped that the transition of children's service to the same case management system used by adult social care later in 2018 will create more opportunities to join up on these cases.

Referrals

21. Despite some of the obstacles faced by service areas identifying, recording and referring young people for a carers assessment, the number of referrals to the Young Carers Team has been increasing. When councillors met with officers there were around 200 active cases and 91 children awaiting assessment. In 2017 a total of 377 referrals were made to the team – a 9% increase on the previous year – with a

¹ Local Government Association & Bright Futures, 'Meeting the Health and Wellbeing Needs of Young Carers', Jan 2018. Available at: <https://www.local.gov.uk/meeting-health-and-wellbeing-needs-young-carers>

² Oxfordshire Threshold of Needs Matrix can be found online at: <https://www2.oxfordshire.gov.uk/cms/content/threshold-needs-matrix>

significant majority being new referrals. A large proportion of these referrals came from the north and south of the county.

Total young carer referrals 2017	379 (100%)
City area	16.1%
North area	30.6%
West area	19.5%
South area	33.8%

22. Officers shared the simple allocation checklist used by the Young Carers Team internally to triage and prioritise cases. This includes an appraisal of whether the cared for person is a single parent of the child, if the cared for person is terminally ill, whether the young person cares for a number of people and if the family is known or open to other early help or children’s services. In 2017 a total of 97 Young Carers assessments were completed following referral to the team, although more than 130 were still open for assessment. 79 of these young people received support after their assessment.

Support ‘offer’ for young carers

23. The Young Carers Service works with children aged 4 to 18 and young adult carers aged 19 to 25. The team’s core offer is being reviewed, but the type of support currently provided by the team includes:

- a. Liaison with schools and other professionals involved with a child and their family;
- b. Referrals for and/or liaison with services providing support to the ‘cared for’ person;
- c. Signposting to other support activities and organisations; and
- d. Short term specialist provision focused on building emotional resilience and getting child’s voice heard (typically 1:1 sessions).

24. Young adult carers receive a mixture of support from the Young Carers Team and Carers Oxfordshire. Support for people whose caring role continues after the age of 25 is then provided by Adult Services in partnership with Carers Oxfordshire. If a young carer moves out of Oxfordshire or their caring responsibilities cease, support from the team ends.

25. Officers emphasised the broader role of the service in equipping professionals across other settings to support young carers more informally. Not all young carers need input from the County Council and there are other organisations working with young people who have caring responsibilities, such as the voluntary organisation ‘Be Free Young Carers’ in South Oxfordshire, which offers respite trips, activities, training and emotional support.

26. It was also acknowledged that, alongside delivering support, a core focus of the Young Carers Team is on reducing young carers’ caring responsibilities. The team manager shared an ambition for the team to develop and deliver more outcome-focused therapeutic interventions, as targeted group work is no longer a core offer of the Early Intervention Service. A business case has been developed, based on a model of resilience building and understanding risk, but funding for this is yet to be secured.

Next steps

27. Following the initial discussion with officers and a review of further information and data, the deep dive group has identified a number of key areas it wishes to explore further. More information has been requested on:
- a. The impact of the team since 2010.
 - b. The use of information gathered on young carers.
 - c. The criteria used to identify eligibility for support from the team.
 - d. The links with Child Drug Exploitation and Child Sexual Exploitation.
 - e. The team's plans to deliver interventions focused on resilience-building.
28. As part of this evidence gathering the proposal is to arrange a visit for the group to observe how the Young Carers Team operates and for the group to attend a young carers professionals networking meeting and Young Carers Forum.
29. Based on the initial findings, the deep dive group has considers that recommendations could be developed in the following key areas:
- Awareness building – councillors knowing how they can help to identify young carers in their division.
 - The join up between children's and adults' case management systems.
 - Key performance indicators for the Young Carers Service.
 - The intelligent sharing of information between service areas and agencies.
 - The take up of the young carers training offer by School Health Nurses.
 - Referral and assessment forms including questions about young carers.
30. Pressures on capacity in the Young Carers team and the timing of some of the key meetings, have meant that the deep dive group is unable to report with final recommendations to Performance Scrutiny Committee at this stage. To incorporate the findings from the group's further activities, the proposal is to extend the deep dive and report with final recommendations in July to the Committee.

Recommendation

31. **The Committee is RECOMMENDED to:**
- a) **review and consider the interim findings of the deep dive into how the Council identifies and supports young carers to reduce the inequalities they face.**
 - b) **consider the next steps and suggest any further lines of inquiry for the deep dive.**
 - c) **agree to receive final recommendations from the deep dive at the July Performance Scrutiny Committee meeting.**

Councillor Nick Carter

Lead member – Performance Scrutiny Committee Young Carers Deep Dive

Contact Officer: Katie Read, Senior Policy Officer
May 2018

This page is intentionally left blank

Division(s):

Performance Scrutiny Committee – 24 May 2018

Joint Local Area Inspection of Special Educational Needs and Disabilities (SEND)

Report by Lucy Butler, Director for Children's Services

1. Introduction

Between 25 September and 29 September 2017 Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of Oxfordshire to judge our effectiveness in implementing the disability and special educational needs reforms as set out in the Children and Families Act 2014 (covering children and young people aged 0 – 25).

The [report](#)¹ was published on December 4th and stated that the local authority and the area's clinical commissioning group are jointly responsible for submitting a Written Statement of Action to Ofsted within 70 days of the published report (March 8th). The Written Statement of Action is published on the [Local Offer](#)² on the public website and has been ratified by Ofsted. It explains how the local area is tackling the following areas of significant weakness:

- the lack of clearly understood and effective lines of accountability for the implementation of the reforms
- the quality and rigour of self-evaluation and monitoring and the limited effect it has had on driving and securing improvement
- the quality of EHC plans
- the timeliness of the completion of EHC plans
- the high level of fixed-term exclusion of pupils in mainstream secondary schools who have special educational needs and social, emotional and mental health needs in particular.

2. National context

The first local area SEND inspections took place in May 2016. By May 2017, Ofsted and CQC had completed 30 inspections. Just under a third of the local areas inspected (nine) were required to provide a written statement of action. The Ofsted and CQC report '[Local area SEND inspections: one year on', October 2017](#)³ highlights the main findings from the first 30 inspections. The first three key findings are:

- Nationally, children and young people identified as needing SEND support had not benefited from the implementation of the Code of Practice well enough.
- Children and young people who have SEND were found to be excluded, absent or missing from school much more frequently than other pupils nationally.

¹ Oxfordshire's SEND inspection report letter can be found at: <https://reports.ofsted.gov.uk/local-authorities/oxfordshire>

² www.oxfordshire.gov.uk/sen

³ Ofsted & CQC, 'Local Area SEND inspections: one year on', Oct 2017. Available at: www.gov.uk/government/publications/local-area-send-inspections-one-year-on

- School leaders had used unofficial exclusions too readily to cope with children and young people who have SEND.

There were 10 inspections between September and December 2017 and 7/10 were required to produce a Written Statement of Action.

3. Actions taken in response to Oxfordshire’s joint inspection

Since the inspection there has been an opportunity to reflect and begin to implement the learning from the experience. The spotlight on SEND has raised the importance of the area’s joint responsibilities for children and young people aged 0 – 25 with SEND.

The Programme Board overseeing the implementation has been refreshed and is now chaired by the Cabinet member for Public Health and Education, Councillor Hilary Hibbert-Biles, and reports to the Children’s Trust and the Health and Well-Being Board. There is strengthened internal governance from health through to the OCCG Quality Committee, and children and adult social care reporting on SEND to senior management teams.

Some additional resources have been assigned to strengthen services and provision for children and young people with SEND to enable the local area to fulfil its duties. These includes additional staffing for the SEN casework team, more educational psychologists and a permanent Designated Clinical Officer for SEND, funded by OCCG. An ICT case management system has also been confirmed to improve the interface with social care, health and transparency for parents.

All services have been evaluating processes, guidance for staff, quality assurance measures and making immediate improvements. Exemplars, supervision and management sign off of reports has been having a significant impact in children and adult social care. An e-learning course on Education, Health and Care Plans has been produced and went live in January to support work force developments. Almost 300 OCC staff, predominantly social care staff, have completed this training. An evaluation of the impact of the e-learning has confirmed that staff feel more confident as to how they could contribute to EHC Plans and have a better understanding of outcomes, provision and aspirations and felt clear about the differences. Also, multi-agency training is being provided by the Council for Disabled Children in May.

4. Progress

We are on target to meet our June 2018 milestone that 50% of EHCPs will be completed in 20 weeks. 48% of cases were completed on time in March, this is an improvement from 37% in 2017.

Performance Improvement Trajectory

Timeframe	% of EHC Plans completed within 20 weeks
June 2018	50%
Sep 2018	60%
Dec 2018	70%
March 2019	80 %

June 2019	90%
September 2019	100%

There is variation in the timeliness of assessment returns from different agencies, which affects overall timeliness. In the last 3 months 70% of social care assessments have been returned on time (6 weeks), but for all other agencies the timeliness is between 51 and 56%.

	Jan-18			Feb-18			Mar-18			Quarter		
	On time	All	%	On time	All	%	On time	All	%	On time	All	%
Social Care	23	33	70%	30	33	91%	19	37	51%	72	103	70%
Community Consultant Paediatrician	20	27	74%	17	26	65%	18	45	40%	55	98	56%
Educational Psychologist	8	16	50%	12	21	57%	26	49	53%	46	86	53%
Therapies	19	35	54%	23	34	68%	20	49	41%	62	118	53%
Setting (School / Setting)	18	32	56%	24	39	62%	17	44	39%	59	115	51%
All	88	143	62%	106	153	69%	100	224	45%	294	520	57%

Education, Health and Care plans are being sampled each week for quality assurance and there has been a 20% improvement since October.

Terms 1-4 of 17/18 academic year show a 7% reduction in secondary fixed term exclusions from the 16/17 academic year. The target is that by December 2018 we will have achieved a 30% reduction. Progress is being made towards this target and should accelerate as more projects begin to have an impact.

A performance dashboard containing targets across education, health and care is being monitored monthly by the SEND Programme Board.

5. Risks

There are a number of risks identified with meeting the ambitious plan outlined in the Written Statement of Action. Risk management and mitigation is being managed on a multi-agency basis by the SEND Programme Board. Key risks being monitored include:

1. Lack of capacity across the workforce, including children and adult social workers, to meet demand and workload.
2. Schools fail to cooperate with reforms and initiatives to improve inclusive practice, impacting on pressures for places in special schools and exclusions.
3. Capacity within specialist and enhanced mainstream education provision is insufficient to meet demand, directly impacting on timeliness of EHCPs
4. Despite remedial action plans to recruit staff, recruitment difficulties across some specialisms e.g. educational psychologists.
5. Limited data and intelligence to inform planning and practice due to capacity within the performance team and high levels of absence.

6. RECOMMENDATION

The Committee is **RECOMMENDED** to consider the outcomes of Oxfordshire's inspection and its responsibilities in relation to the joint area accountability for the delivery of the Written Statement of Action.

Lucy Butler

Director of Children's Services

Background papers: Written Statement of Action

Contact Officer: *Janet Johnson, Strategic Lead for Vulnerable Learners*
May 2018

Oxfordshire Local Area Written Statement of Action for Special Educational Needs and Disabilities (SEND)

As local leaders we are committed to pursuing improvements for children and young with special educational needs in order to improve their lives and life chances. Our driving ambition is to provide support to children and families earlier to ensure better outcomes and to prevent escalation of their needs where possible. We want children and young people with SEND and their families to feel supported by all services and to receive high quality education, care and health provision. The Written Statement of Action outlines how Oxfordshire plans to do this.

Lucy Butler, Director for Children's Services, Oxfordshire County Council and Sula Wiltshire Director of Quality/Lead Nurse, Oxfordshire Clinical Commissioning Group

Purpose of this statement

Between 25 and 29 September 2017, Ofsted and the Care Quality Commission (CQC) jointly inspected the effectiveness of Oxfordshire's approach to implementing the special educational needs and disability (SEND) reforms as set out in the Children and Families Act 2014. The specific focus was on how the local area identifies the aspirations and needs of children and young people with SEND, meets those needs, and improves their education, health and care outcomes.

As a result of the inspection findings, Her Majesty's Chief Inspector (HMCI) determined that a Written Statement of Action is required to address **five** areas of significant weakness in Oxfordshire's practice:

- A. the lack of clearly understood and effective lines of accountability for the implementation of the reforms
- B. the quality and rigour of self-evaluation and monitoring and the limited effect it has had on driving and securing improvement
- C. the quality of Education, Health and Care Plans
- D. the timeliness of the completion of Education, Health and Care Plans
- E. the high level of fixed term exclusion of pupils in mainstream secondary schools who have special educational needs and social, emotional and mental health needs in particular.

Oxfordshire County Council (OCC) and the Oxfordshire Clinical Commissioning Group (OCCG) are jointly responsible for submitting the written statement. The statement of action sets out:

- Our vision for improvement and the values that will drive the required change;
- The governance structure to provide strategic oversight of improvements;
- The high priority actions we will take to address the weaknesses identified by inspectors and to work towards continuous improvement.

In addition, we include:

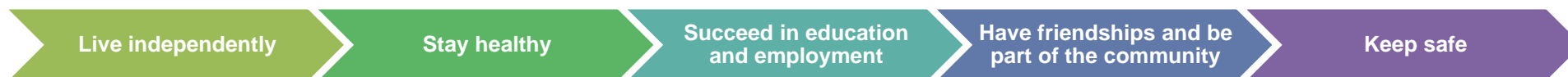
- The framework we will use to measure our performance;
- The governance structure to provide strategic oversight of improvements.

1. Our Vision and Commitments

Oxfordshire's vision for children and young people with SEND is –

“Oxfordshire, a great place to grow up and have the opportunity to become everything you want to be”

All children and young people should be able to achieve the best possible outcomes that enable them to lead successful and happy lives. Our aim is to ensure an equality of opportunity for children and young people with a Special Educational Need and/or Disability (SEND). To ensure this we are committed to raising the expectations and aspirations of all children and young people with SEND aged 0-25 so they can:



Our work will be shaped by a set of core principles to make sure everything we do is in keeping with our vision, the SEND Reforms and the Care Act 2014. These principles will drive our improvement programme. We commit to:

1. **Listen** to the views, wishes and feelings of the children, young people and their families
2. **Enable** children, young people and their parents/carers to participate as fully as possible in decisions about their lives and to work collaboratively with them
3. **Support** children, young people and their parents/carers to develop and achieve the best possible outcomes that effectively prepare them for adulthood

2. Governance (see Annex A)

The **Health and Wellbeing Board** - chaired by the Leader of the Council, provides strategic leadership for health and wellbeing across the county, ensuring integration and partnership work between the county council, public health and NHS services – will ensure that action is taken to realise this plan.

The **Children’s Trust** - chaired by the Council’s Lead Member for Children’s Services and comprising the Lead Member for Education and Public Health, the Director of Children’s Services, the Deputy Director for Joint Commissioning, the Oxfordshire CCG, health providers, school leaders, parent carers and range of partner organisations – will continue to provide strategic oversight of priorities for all children and young people in Oxfordshire, including support for children and young people with SEND.

The **SEND Programme Board** – Chaired by the Lead Member for Education and Public Health and comprising a range of education, health and social care leaders, and parent carers - will provide formal oversight of the local area’s progress addressing the areas of weakness in this Statement. It will review progress monthly and hold to account the organisations responsible for improving outcomes.

Page
31

Progress on the operational delivery of the actions in this Statement will be monitored by the **SEND Operations Group** with reporting processes and structures described above.

Senior leaders and Members will also be held accountable for progress by the Council’s **Education and Performance Scrutiny Committees** and the **Oxfordshire Clinical Commissioning Group Board**.

A governance chart is included in Annex A.

3. What we are aiming to achieve

The actions outlined in this plan are directly linked to the five areas of weakness identified by inspectors. The outcomes we are seeking to achieve are:

- A. Oxfordshire has effective arrangements for holding leaders to account across education, health and social care through the SEND Programme Board, Children’s Trust, Adults with Care and Support Needs Joint Management Group, Health and Wellbeing Board,

Oxfordshire Scrutiny Committees and the Oxfordshire Clinical Commissioning Group Board.

There are robust levels of challenge and support to agencies delivering the reforms, commitment from elected members and senior leaders and well understood routes of escalation that lead to practical changes and improve outcomes for children and young people with SEND.

- B. Oxfordshire's self-evaluation is sufficiently detailed to ensure rapid and sustained improvement in highlighted areas of weakness. Self-evaluation gives due regard to the wishes and feelings of the child, parents and family. Performance information gives a clear understanding of the impact of work on improving the effectiveness of services.
- C. Education, Health and Care Plans that meet the special educational needs of each child or young person, to secure the best possible outcomes for them across education, health and social care and, as they get older, prepare them for adulthood. EHC needs assessments and plans will:
- establish and record the views, interests and aspirations of the parents and child or young person
 - provide a full description of the child or young person's special educational needs and any health and social care need
 - establish outcomes across education, health and social care based on the child or young person's needs and aspirations and help to prepare them for adulthood.
 - specify the provision required and how education, health and care services will work together to meet the child or young person's needs and support the achievement of the agreed outcomes
 - use person-centred approaches, transparent systems and decision-making processes with clear lines of governance involving Education, Health and Care.
- D. Improved timeliness of Education, Health and Care Plans in line with targets below and in conjunction with actions relating to improving quality. (*At the time of inspection performance was 35%*)

Timeframe (new plans started in March)	% of EHC Plans completed within 20 weeks
June 2018	50%
Sep 2018	60%
Dec 2018	70%
March 2019	80 %
June 2019	90%
September 2019	100%

- E. Reduce fixed term exclusions in secondary schools for students with SEND and with Social, Emotional and Mental Health (SEMH) by 30% by December 2018. In 2016-17 2,905 days of education were lost due to fixed term exclusions of young people with SEND in Oxfordshire secondary schools; young people with SEMH needs accounted for 1,569 of those days. A 30% reduction will mean young people with SEND attend school for 871 more days in 2017-18.

4. Action plan to address the areas of weakness identified during the inspection

This section details the **priority actions** we will take to address the areas of significant weakness identified during the inspection.

A. The lack of clearly understood and effective lines of accountability for the implementation of the reforms					Progress			
Outcome we are seeking to achieve: <ul style="list-style-type: none"> Oxfordshire has effective arrangements for holding leaders to account across education, health and social care through the SEND Programme Board, Children’s Trust, Adults with Care and Support Needs Joint Management Group, Health and Wellbeing Board, Oxfordshire Scrutiny Committees and the Oxfordshire Clinical Commissioning Group Board. There are robust levels of challenge and support to agencies delivering the reforms, commitment from elected members and senior leaders and well understood routes of escalation that lead to practical changes and improve outcomes for children and young people with SEND. 					Green – Completed / embedding Amber – Progressing Red – Little or no progress			
Required outcomes	Actions	Timescale	Action owner /Accountable leader	Measures of success	Mar 2018	Jun 2018	Sep 2018	Dec 2018
1. Clear line of governance from the SEND Programme Board to the Children’s Trust, Adults with Care and Support Needs Joint Management Group and Health and Wellbeing Board.	Report on SEND progress at the Health and Wellbeing Board	Annually Next meeting date: 22 March 2018	<i>Director of Children’s Services, Director for Adult Services, Director of Quality and OCCG Lead Nurse</i> Chair of the SEND Programme Board	Priorities for children and young people with SEND are included in the Joint Health and Wellbeing Board Strategy (from July 2018) Specific focus on SEND annually at the Health and Wellbeing Board meeting.	A			
	Report on SEND progress at the Children’s Trust Board at each meeting.	Quarterly	<i>Strategic lead for Vulnerable Learners OCC</i>	Regular performance reporting to the Trust and appropriate	G			

Page 34

		Next meeting date: 28 March 2018	Chair of the SEND Programme Board	<p>escalation of issues to the Health and Wellbeing Board.</p> <p>Priorities focused on children and young people with SEND in the Children's Plan.</p> <p>Views of children and young people with SEND represented through Voices of Oxfordshire Youth (VOXY) is captured in the Children's Plan.</p>			
	Report on SEND progress to the Adults with Care and Support Needs Joint Management Group	Bi-annually Meeting dates: 29 March 2018 & 20 Sept 2018	<i>Deputy Director for Adult Services</i> Chair of the SEND Programme Board	Bi-annual progress reporting to the Adults with Care and Support Needs Joint Management Group and appropriate escalation of multi-agency issues to the Health and Wellbeing Board.	G		
2. Strategic oversight of SEND across education, health, children's and adult social care.	Refresh SEND Programme Board terms of reference	March 2018	<i>Vulnerable Learners Development Manager</i> Chair of the SEND Programme Board	<p>Terms of reference agreed and reviewed annually.</p> <p>Challenge and support to the agencies improving the delivery of the SEND reforms.</p>	G		
	Schedule monthly meetings for the SEND Programme Board	Monthly	<i>Vulnerable Learners</i>	Good attendance by senior managers.	G		

			<i>Development Manager</i> Chair of the SEND Programme Board	Regular reporting and appropriate escalation of issues to Children's Trust.			
	Progress is monitored by the Pooled Budget Officers Group working to the Adults with Care and Support Needs Joint Management Group	17 April 2018 & 21 Aug 2018	<i>Integrated Locality Team Manager</i> Deputy Director for Adult Services/ Deputy Director Joint Commissioning	Quarterly highlight reports.	A		
	Report performance to the OCCG Quality Committee (sub-group of Board).	April 2018	<i>Designated Clinical Officer</i> Lead Commissioner Children's OCCG	Permanent Designated Clinical Officer in place by April with oversight of the SEND reforms across health service for the 0 – 25 age range, reporting to the OCCG Quality Committee.	A		
	Report performance and progress to Children, Education and Families Directorate Leadership Teams, Children's Management Team, and Children's Services Members Briefing.	Quarterly, starting April 2018	<i>Senior officers in children's social care</i> Director of Children's services & Director for Adult Services	Timescales and quality of EHCPs reported monthly, appropriate support and challenge to and from senior managers.	A		
	Report performance and progress to Strategic	Strategic Transitions	<i>Area Service Manager</i>	The number of plans finalised by 31 March prior to transfer to	G		

	Transitions Group, Adult Services Directorate Leadership Team, and Adult Services Members Briefing.	Group – Bi-monthly Quarterly, starting April 2018	Deputy Director for Adult Services	post 16 increases from 35% (2017) to 45% (2018) and above 60% by March 2019. Achieving targets for improved timescales for Education Health and Care Plans (reported quarterly). Support and challenge to and from senior managers recorded in minutes.				
3. Visibility and scrutiny of SEND at Education Scrutiny, Performance Scrutiny and Joint Health Overview and Scrutiny.	Regular performance reports on progress implementing the SEND action plan.	Education Scrutiny – 27 May 2018 Performance Scrutiny Committee - 24 May 2018 Health Overview and Scrutiny Committee – 19 Apr 2018	<i>Deputy Director Education & Deputy Director for Adult Services, Director of Quality, OCCG</i> Scrutiny Chairman	Officers and members held to account for progress on the SEND reforms Minutes record recommendations and scrutiny of SEND items.	A			

4. Regular communications across education, health and care services, as well as parents and parent organisations	Monthly communication following each SEND Programme Board	Monthly	<i>Vulnerable Learners Development Manager</i> Chair of SEND Programme Board	You said/we did style communications published on the local offer and distributed to key service areas and parent organisations – first report published by March 2018. Increased influence of the Parents Forum through attendance at the appropriate strategic board	G			
	Use Practice week to gain feedback from parents.	6 monthly Next date: 8 May 2018	<i>Deputy Directors for Education and Social Care</i> Director of Children's Services	Feedback from parents highlights that the action plan is making a difference to parental experiences.	A			

B. The quality and rigour of self-evaluation and monitoring and the limited effect it has had on driving and securing improvement						Progress			
Outcomes we are seeking to achieve: <ul style="list-style-type: none"> Oxfordshire’s self-evaluation is sufficiently detailed to ensure rapid and sustained improvement in highlighted areas of weakness. That self-evaluation gives due regard to the wishes and feelings of the child, parents and family. Performance information gives a clear understanding of the impact of work on improving the effectiveness of services. 						Green – Completed / embedding Amber – Progressing Red – Little or no progress			
Required outcomes	Actions	Timescale	Action owner/ Accountable leader	Measures of success	Mar 2018	Jun 2018	Sep 2018	Dec 2018	
1. Benchmark effectiveness of health approach to SEND reforms, identify areas of risk and develop an improvement plan.	Complete the Council for Disabled Children self-evaluation.	March 2018	<i>Designated Clinical Officer</i> Lead Commissioner Children’s, OCCG	Improvement plan that is co-produced with parents in place to address areas for development.	A				
2. Improve sharpness of self-evaluation including evaluation of performance	Develop performance dashboard with regular analysis and monitoring of performance against targets.	April 2018 Monthly analysis	<i>Performance & Information Manager</i> Chair of SEND Programme Board	Internal monthly monitoring of performance by Directorate Leadership Team and SEND Programme Board SEND priorities and performance indicators included in new Children’s Plan (2018). Parents will know and understand the reason for performance trends.	A				

	Refresh individual agency action plans and ensure coherence with this statement of action.	April 2018	<p><i>Area Service Manager Adult Services, Disabled Children's Manager for Social Care, SEN Casework Manager, Designated Clinical Officer</i></p> <p>Deputy Director Children's Social Care, Deputy Director Adult Services</p>	Individual agency action plans monitored and evaluated by appropriate senior management teams.			
	Refresh SEND action plan based on annual self-evaluation for sign off by the board in March 2019.	March 2019	<p><i>Strategic Lead for Vulnerable Leaders</i></p> <p>Chair of SEND Programme Board</p>	Refreshed SEND action plan approved by the SEND Programme Board, and reported to the Children's Trust and Health and Wellbeing Board.	R		
3. Co-production strengthens service improvement.	Complete a multi-agency mapping of all current co-production mechanisms	May 2018	<p><i>Lead Commissioner Children's</i></p> <p>Deputy Director Joint Commissioning</p>	Clear and streamlined mechanisms for listening to parents and carers to avoid duplication and confusion.	R		

	Work with Parent Carer organisations to look at promoting parental feedback through a single multi-agency mechanism	May 2018	<p><i>SEN Improvement Manager/ Designated Clinical Officer / Disabled Children's Service Manager</i></p> <p>Strategic Lead for Vulnerable Learners</p>	<p>Learning from parental feedback is used to improve practice (you said/we did approach)</p> <p>Parental survey results demonstrate increased levels of satisfaction.</p> <p>Parent forum representation at strategic level</p>	R			
	Work with the Commissioning Co-Production team to build co-production and co-evaluation into the commissioning of services for SEND	June 2018	<p><i>Co-production lead</i></p> <p>Deputy Director Joint Commissioning</p>	Demonstrable examples where co-production has improved services and commissioning for young people with SEND.	R			
	Work with Voices of Oxfordshire Youth (VOXY) to look at capturing and feeding back children and young people's views through a clearly defined mechanism Build feedback from parents, carers, children and young people into the SEND dashboard, so that leaders know what changes are making a difference.	April 2018	<p><i>Engagement team / Designated Clinical Officer</i></p> <p>Strategic Lead for Vulnerable Learners</p>	The views of different groups of children and young people are listened to and acted upon.	R			

<p>4. An effective multi-agency improvement plan for EHCPs owned by all stakeholders.</p>	<p>Refresh the EHCP improvement plan and work streams and ensure ownership by education, health, children and adults social care</p>	<p>June 2018</p>	<p><i>SEN Improvement Manager, Designated Clinical Officer</i></p> <p>Strategic Lead for Vulnerable Learners</p>	<p>Outcomes for children and young people are improved as a result of their EHCP. Evidenced from monthly monitoring of plans.</p> <p>Whole children’s workforce understanding of how they contribute to EHC planning is improved, evidenced by feedback to E-learning and multi-agency training</p>	<p>A</p>			
---	--	------------------	--	---	----------	--	--	--

C. The quality of Education, Health and Care Plans					Progress			
<p>Outcome we are seeking to achieve: Education, Health and Care Plans that meet the special educational needs of each child or young person, to secure the best possible outcomes for them across education, health and social care and, as they get older, prepare them for adulthood. EHC Plan assessments will:</p> <ul style="list-style-type: none"> • establish and record the views, interests and aspirations of the parents and child or young person*, • provide a full description of the child or young person’s special educational needs and any health and social care needs, • establish outcomes across education, health and social care based on the child or young person’s needs and aspirations, and help to prepare them for adulthood. • specify the provision required and how education, health and care services will work together to meet the child or young person’s needs and support the achievement of the agreed outcomes • use person-centred approaches, transparent systems and decision-making processes with clear lines of governance involving Education, Health and Care. <p><i>This was recognised as a strength by inspectors.</i></p>					<p>Green – Completed / embedding Amber – Progressing Red – Little or no progress</p>			
Required Outcomes	Actions	Timescale	Action owner / Accountable leader	Measures of success	Mar 2018	Jun 2018	Sep 2018	Dec 2018
1. Education, health and care needs are accurately identified	<p>Ensure social care advice for EHCPs for professionals from either universal services, or early help professionals or statutory social care teams reflect child/young person’s current care needs.</p> <p>Revise and share adult social care template with relevant staff,</p>	May 2018	<p><i>Disabled Children Team Manager, Children’s Social Care Team Manager, Adult Social Care Team Manager</i></p> <p>Deputy Director for Children’s and Adult Social Care</p>	<p>Case sampling of EHC plans every two months show improvement (numbers of plans deemed effective) in the identification of needs across all agencies.</p> <p>Weekly case sampling indicates a gradual improvement in the identification of needs, through audit scores.</p>	A			

Page 33

	<p>including guidance and exemplar plans.</p> <p>Ensure social care advice, forms from OCC early help or statutory social care workers are signed off by Team Managers.</p>			<p>Feedback from parents and children and young people indicates that they are getting the right outcomes as a result of the plan. This will be measured by an annual SENDIASS survey.</p>			
	<p>Map and review current approaches across health organisations</p> <p>Agree standardisation and a common approach for all health reports.</p>	May 2018	<p><i>Designated Clinical Officer</i></p> <p>Lead Commissioner Children's, OCCG</p>	<p>Common approach adopted across health providers for the identification of children with SEND.</p> <p>Pathway for the EHCP process (assessment, to final plan, to annual review) is embedded within Oxfordshire health services.</p> <p>Evidence of Designated Clinical Officer support and challenge to health services to ensure a standardised approach. Reports are comprehensive, relevant and current as evidenced through the SEND case sampling audit process, weekly review of 6 plans by SEND manager and feedback from service users through surveys.</p>	A		

	Clarify what is acceptable as 'up to date' information to be included in reports to capture the current level of need and what constitutes health information.	June 2018	<i>SEN Manager, Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	Guidance on appropriate and relevant information for reports for all agencies is available.	R			
	Support secondary schools to include assessment information covering the full curriculum, including vocational elements.	June 2018	<i>Principal Educational Psychologist</i> Strategic Lead for Vulnerable Learners	Schools follow the revised guidance about information that they need to include in an application and then in a report for an EHCP. Wider academic and vocational needs are identified in education assessment information evidenced from quality assurance processes.	R			
	Provision to meet needs is specific, quantified and is outcome focused.	June 2018	<i>Designated Clinical Officer</i> Lead Commissioner Children's, OCCG	EHC plans contain relevant and appropriate health provision that corresponds to the child's identified needs and outcomes identified. Demonstrable examples of feedback from families about improved information on health provision included in EHC plans. Accolades from service users to demonstrate effectiveness.	A			

	Review current participation work being carried out by health services via Health task group							
	Social care staff to ensure provision is specified in EHC plans	June 2018	<i>Disabled Children Manager & Integrated Locality Team Manager</i> Deputy Directors of Children and Adult Social Care	EHC plans consistently contain relevant care provision as identified from the child/ young person's needs. Children and Adult social care staff guidance reissued with examples of good practice on what constitutes the 'care' element of an EHCP	A			
	Review specificity of education provision, examining contributions from SEN teams and schools	June 2018	<i>Principal Education Psychologist</i> Strategic lead for Vulnerable Learners	Guidance and exemplars based on best national practice disseminated to SEN teams and on Schools News. Quality of plans improves evidenced by monthly quality assurance reports.	A			
3. Clear outcomes linked to needs and aspirations	Re-issue and improve guidance for all staff on what constitutes a good outcome, including outcomes relating to preparation for adulthood. Move the 'Writing the Outcomes' meeting to within the six-week information gathering stage of	May 2018	<i>SEN Manager, Principal Educational Psychologist, Disabled Children Manager & Integrated Locality Team Manager</i>	As evidenced from the quality assurance process: - Plans with SMART outcomes that support a holistic assessment and support plan that is aspirational and outcome focused into adulthood. - Plans include broad range of outcomes	A			

	the EHC assessment to ensure that provision is relevant to the desired outcomes.		Strategic lead for Vulnerable Learners	Each outcome is tracked to needs (sections B, C & D of the Plan) and provision (F/G, H1 & H2 sections) - Education outcomes reflect interests and progress for adult life, including broader academic and/or vocational outcomes.			
	Review the EHC plan format and align partner templates to ensure assessment information is clearly presented.	April 2018	<i>SEN Manager, Principal Educational Psychologist Designated Clinical Officer, Integrated Locality Team Manager</i> Strategic Lead for Vulnerable Learners	Revised template agreed by the EHCP Task Group. Format is informed by best practice and national guidance. Fit for purpose multi-agency guidance disseminated across teams.	R		
	Co-produce guidance with parents for all staff on what constitutes a good outcome, including outcomes relating to preparation for adulthood.	May 2018	<i>SEN Manager, SENDIASS manager, Principal Educational Psychologist Designated Clinical Officer, Integrated Locality Team Manager</i> Strategic Lead for Vulnerable Learners	Guidance produced and published on the Local Offer	R		

	Review the annual review process to ensure that it effectively captures progress made in achieving outcomes. Align the Adult Social Care and SEND review cycles where possible to ensure outcome focused reviews are achieved annually.	April 2018	<i>SEN Manager, Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	Feedback from parents and children and young people indicates that their views and wishes are respected and acted on in the annual review process, evidenced by annual review survey and through engagement with Parent Forum.	R			
	Develop a systematic process for measuring progress towards outcomes at an individual level and a process to monitor progress for all children with EHC Plans in achieving their outcomes.	July 2018	<i>SEN Manager, Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	Record maintained of whether there has been progress towards outcomes following annual review. Systematic approach in place to monitor whether outcomes are being achieved for all children and young people with EHCPs.	R			
4. Quality assurance processes are embedded	Create a framework of quality markers for EHC plan quality assurance.	April 2018	<i>SEN Manager, Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	Monthly reports for managers and the SEND Programme Board on the quality and timescales reflect improvements. Reduction in complaints and appeals.	A			
	Review 6 plans per week and gradually integrate into SEN casework team management responsibility over time.	Weekly	<i>SEN Manager</i> Strategic Lead for Vulnerable Learners	Accessible integrated data on the quality of EHC assessments.	A			

	Increase frequency of multi-agency audits from 6 monthly to every 2 months.	March 2018	<i>SEN Manager, Principal Educational Psychologist, Disabled Children Manager & Integrated Locality Team Manager</i> Strategic Lead for Vulnerable Learners	Learning from audits carried out every two months captured in single agency action plans and shared in a timely manner.				
	Increase the frequency of the EHCP Task Group meetings to every 6 weeks.	March 2018	<i>SEN Manager, Principal Educational Psychologist, Disabled Children Manager & Integrated Locality Team Manager</i> Strategic lead for Vulnerable Learners	Minutes show solution focused and strong multi-agency working.	G			
5. Statutory decision-making process (EHCP) is transparent	Review statutory decision-making panels, processes and review forums.	July 2018	<i>SEN Manager, Disabled Children Team Manager, /Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	Revised decision-making processes published on the Local Offer. Parents and all other agencies are clear when decisions are made and which panel made them.	R			

				Clear Terms of reference, and governance for decision making are published and available on the Local Offer			
	Provide training for all partner services on decision-making processes.	Sep 2018	<i>SEN Manager, Disabled Children Team Manager, /Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	Service users and families have a better experience measured by fewer complaints and appeals. Decisions are made in a timely manner as evidenced from the QA processes.	R		
	Review decision-making processes during transition to adulthood, including a process mapping exercise to develop the transition pathway between children's and adults.	April 2018	<i>Integrated Locality Team Manager Designated Clinical Officer, SEN Manager, Social Care Service managers</i> Deputy Director Adult Social Care	The number of plans finalised by 31 March prior to transfer to post 16 increases from 35% (2017) to 45% (2018) and above 60% by March 2019. Streamlined decision-making process understood by staff resulting in fewer complaints	R		
	Develop and implement a joint dispute resolution process informed by national best practice models	May 2018	<i>SEN Manager, Disabled Children Team Manager, Integrated Locality Team Manager, Designated Clinical Officer</i>	Fewer disputes (below national average) progress to the new single point of redress tribunals (starting April 2018)	R		

			Strategic Lead for Vulnerable Learners				
6. The workforce can confidently and competently contribute to quality EHC assessments and plans	Review capacity within existing teams to meet the improvement targets for quality and timeliness of plans.	April 2018	<i>SEN Manager, Disabled Children Manager & Integrated Locality Team Manager, Designated Clinical Officer</i> Directors for Children's and Adult Services	Staffing capacity and structures have been reviewed and revised to ensure that improvement targets can be met across education, health and social care.	A		
	Review the casework team to ensure sufficient confidence and competencies, and that tasks are completed by the right person at the right time.	April to Sep 2018	<i>SEN Manager, Disabled Children Manager & Integrated Locality Team Manager, Designated Clinical Officer</i> Directors for Children's and Adult Services	A SEN casework team that is sufficiently operationally robust to deliver the actions within this plan. The SEN casework re-structure is developed in line with new IT systems capabilities. Consistent quality of EHC plan, both outsourced and in house.	R		
	Roll out e-learning training for all staff across agencies inputting into EHC assessments.	May 2018	<i>Disabled Children Manager & Integrated Locality Team Manager,</i>	300 staff trained by May 2018 Included within mandatory training for new staff. Monthly monitoring reports and	A		

			<i>Designated Clinical Officer</i> Deputy Directors for Children's and Adult Social Care.	Qualitative feedback, using assistant Educational Psychologist, show impact on practice			
	Ensure central government commissioned guidance informs strategy, policy and working practices.	Sep 2019	<i>SEN Manager, Disabled Children Team Manager, Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	CDC's Securing good quality health and social care advice for education, health and care (EHC) plans is used to update guidance for staff.	A		
	Provide multi-agency training for professionals working on personalisation and writing outcomes.	May 2018	<i>SEN Manager, Disabled Children Team Manager, Integrated Locality Team Manager, Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners <i>SEN</i>	Good multi-agency attendance and feedback from the Council for Disabled Children training, (North, Central, South) in April/May as evidenced by attendance registers and evaluations. Surveys and feedback from professionals show increasing awareness.	A		
	Provide bespoke training for health teams.	Sept 2018	<i>Designated Clinical Officer</i> Lead Commissioner Children's, OCCG	Good attendance and positive evaluations of learning gained.	A		

	Encourage and monitor attendance at South East regional events.	Dec 2018	<i>SEN Manager/ Disabled Children Team Manager / Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	Evidence of learning being shared and cascaded to relevant professionals. Surveys and feedback from professionals show increasing awareness.				
--	---	----------	---	--	--	--	--	--

D. Timeliness of completing Education, Health and Care Plans						Progress			
Outcome we are seeking to achieve: <ul style="list-style-type: none"> Improved timeliness in line with targets below and in conjunction with actions in section C relating to quality. 						Green – Completed / embedding Amber – Progressing Red – Little or no progress			
Timeframe (new plans started in March)		% of EHC Plans completed within 20 weeks							
June 2018		50%							
Sep 2018		60%							
Dec 2018		70%							
March 2019		80 %							
June 2019		90%							
September 2019		100%							
Required Outcomes	Actions	Timescale	Action owner / Accountable leader	Measures of success	Mar 2018	Jun 2018	Sep 2018	Dec 2018	
Timeliness of EHCPs improves in line with targets above.	Identify source of delays across all relevant professionals participating in the assessment process	April to June 2018	<i>SEN Manager, Disabled Children Team Manager Integrated Locality Team Manager / Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners	Members of the Education, Health and Care Task group understand the issues causing delays. Actions to improve performance are recorded in single agency action plans.	A				
	Accurate data supporting monthly EHCP dashboard to enable support and challenge by managers.	April 2018	<i>SEN Manager, Performance Information Manager and SEN</i>	Actions to improve performance are recorded in single agency action plans	A				

			<i>Business Support team</i>				
	Report EHCP key performance indicators to the SEND programme board	Monthly, starting April 2018	<i>Performance Information Manager and SEN Business Support team</i> <i>Strategic Lead for Vulnerable Learners</i>	Support and challenge from board members to drive improvements in line with targets.	A		
2. Education, health and social care reports produced within 6 weeks	Improve communications and processes with Social Care and Health professionals.	June 2018	<i>SEN Improvement manager, Social Care Service Managers, Designated Clinical Officer</i>	High quality assessments with full engagement of young person and family completed within 6 weeks of referral, evidenced through weekly sampling of plans.	A		
	Weekly reporting on 6 week reports to DCO, social care and Education Psychologists	April 2018	<i>SEN Business Support team</i> <i>SEN Manager</i>	Monthly reporting to the SEND Programme Board show improvements in 6 week timescales.	R		
	Implement solutions for improving the 6 week timescale in accordance with single service action plans	April 2018	<i>Principal Educational Psychologist, Disabled Children Team Manager Integrated Locality Team Manager</i>	Timescales improve in line with targets for education, health and care.	R		

			<i>/Designated Clinical Officer</i> Strategic Lead for Vulnerable Learners				
3. Timely completion of plans at transition from primary to secondary education and to adulthood.	Report key performance indicators to Strategic Transition Programme Board.	Every 2 months, starting March 2018	<i>Senior Information Analyst</i> Deputy Director for Children's Social Care.	The number of plans finalised by 31 March prior to transfer to post 16 increases from 35% (2017) to 45% (2018) and above 60% by March 2019.	A		
	Track young people likely to need an assessment for adult social care and health services and ensure they are followed up.	Every 2 months, starting March 2018	<i>Senior Information Analyst</i> Disabled Children Manager & Integrated Locality Team Manager	Moving into Adulthood performance dashboard reported to the Strategic Transitions Board every 2 months.	A		
	Publish information to parents about how to access a social care assessment if they think their child may be Care Act eligible at age 18.	June 2018	<i>Disabled Children Manager & Integrated Locality Team Manager</i> Strategic lead for Vulnerable Learners	Parents have a better understanding of eligibility criteria for adult social care, evidenced from feedback from parent groups.	R		
	Begin year 6/7 transfer processes earlier, promoting best practice to schools, including year 5 reviews for those likely to require specialist provision.	October 2018	<i>SEN Manager</i> Strategic Lead for Vulnerable Learners	The number of year 6 /7 transfers completed by Feb 15 th is 95% in 2019. Countywide transition protocol developed.	A		

				Good practice standard established to set expectations.			
4. Timely completion of response to Annual review reports	Revise processes and guidance on Annual Reviews to enable appropriate prioritisation and response.	May 2018	<i>SEN Manager</i> Strategic Lead for Vulnerable Learners	Feedback from parents and children and young people indicates that they are getting the right outcomes as a result of the plan. This will be measured by an annual SENDIASS survey.	R		
	Develop performance framework for annual reviews	June 2018	<i>SEN Manager</i> Strategic Lead for Vulnerable Learners	Improved timeliness of annual reviews Improved feedback from parents, survey returns following annual reviews and annual survey from SENDIASS and Parents Forum.	R		
5. Improve case management processes and transparency for parents and young people through the deployment of improved IT systems	Invite demonstrations from Liquid Logic, Capita and Open Objects	March 2018	<i>SEN Manager</i> ICT Business Service Manager	Multi-agency representatives attend presentations and comments on strengths and weaknesses.	G		
	Write business case for recommended IT case management solution.	April 2018	<i>ICT Business Service Manager</i> Director for Children's Services	A decision is made on an IT system to improve efficiency and a 'digital first' approach for parents and young people. Implementation plan developed.	A		

E. The high level of fixed term exclusion of pupils in mainstream secondary schools who have special educational needs and social, emotional and mental health needs in particular						Progress			
<p>Outcome we are seeking to achieve:</p> <ul style="list-style-type: none"> Reduce fixed term exclusions in secondary schools for students with SEND and with Social, Emotional and Mental Health (SEMH) needs by 30% by December 2018. In 2016-17 2,905 days of education were lost due to fixed term exclusions of young people with SEND in Oxfordshire secondary schools; young people with SEMH needs accounted for 1,569 of those days. A 30% reduction will mean young people with SEND attend school for 871 more days in 2017-18. Reducing fixed term and permanent exclusions is a priority for Oxfordshire and a programme of work is underway to tackle the issues. The target aims to reduce the rate of fixed term exclusion in secondary schools to be lower than the statistical neighbour average by 2020. <p>This plan details actions that specifically relate to young people with SEND, and those with SEMH in particular.</p>						<p>Green – Completed / embedding Amber – Progressing Red – Little or no progress</p>			
Required outcomes	Actions	Timescale	Action owner/ Accountable Leader	Measures of success	Mar 2018	Jun 2018	Sep 2018	Dec 2018	
5-18 Effective oversight of exclusions of children and young people with SEND by senior leaders, the Children’s Trust and Oxfordshire Safeguarding Children Board (OSCB).	Review of exclusions carried out by Education Scrutiny working group.	October to March 2018	Deputy Director for Education Education Scrutiny Committee Chairman,	Education Scrutiny’s exclusions working group to report to the committee on 14 March with their findings and recommendations - learners with SEND are covered in the report.	G				
	Report performance to the Performance and Quality Assurance Group (PAQA), and OSCB Education sub group, including data on learners with SEND.	Next meeting: 28 Mar 2018	Performance and Information team PAQA Chairman	OSCB Performance and Quality Assurance Group minutes record comments and actions to hold senior managers to account.	A				

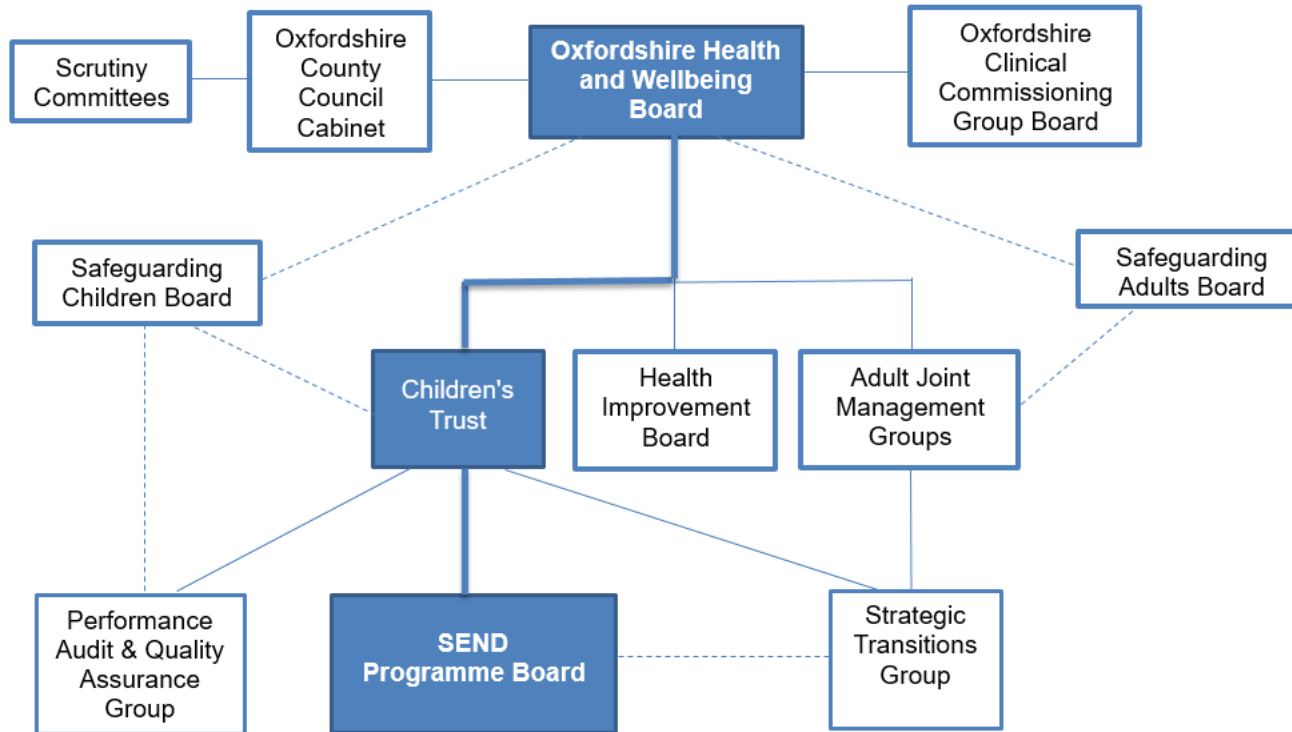
	Develop the scope for the learner engagement project (attendance, exclusions and children missing education) and ensure that it is prominent within the Council's Strategic Transformation Programme (Fit for the Future)	April 2018	<i>Senior Inclusion Consultant /Senior County Attendance Officer / Social Inclusion Officer</i> Deputy Director for Education/ Director of People's Services	Monthly highlight report to the Fit for the Future Board.	A			
2. Secondary schools provide effective provision for SEN pupils at risk of exclusion.	Ensure schools initiate and follow formal review processes for SEN pupils at risk of exclusions.	June 2018	<i>Senior County Attendance Officer / Social Inclusion Officer</i> Deputy Director for Education	Evidence of improvement as demonstrated by reduced exclusions for learners with SEND on the monthly dashboard.	R			
	Use case studies of young people with multiple exclusions to gain a better understanding of the underlying causes.	Oct 2018	<i>Senior Inclusion Consultant</i> Deputy Director for Education	Report produced on the learning gained from case studies.	R			
	Share best practice in developing provision and the curriculum for effectively engaging learners with SEN particularly SEMH pupils.	September 2018	<i>Senior Inclusion Consultant</i> Deputy Director for Education	Resource packs to reduce the risk of exclusions available for schools in September 2018.	R			
3. The 10 highest excluding secondary schools reduce fixed term exclusions of learners with SEND	Target support to the highest excluding secondary schools. Focused and integrated support from Locality	May 2018	<i>Senior Inclusion Consultant / Area Children's Social Care Manager/Designated Clinical Officer</i>	Action plans for each school developed with the community around the school (Early Help, Nursing, CAMHS, Oxfordshire School Inclusion Team,	A			

in line with targets above.	Community Support Services and CAMHS in-reach in these secondary schools.		Deputy Director for Education, Deputy Director Children's Social Care, Lead Commissioner Children's, OCCG	Educational Psychology Service, SEN Support Service) support in place. Evidence of improvement as demonstrated by reduced exclusions for learners with SEND (monthly dash board)			
	Use Reflective Practice approaches to reduce exclusions of an identified cohort of year 8 learners in two of the highest excluding secondary schools.	July 2018	<i>Senior Inclusion Consultant</i> Deputy Director for Education	Reduced numbers of days lost to education for the identified cohort of year 8 learners.	A		
Revised guidance published to help schools update and improve their behaviour policies, clarifying expectations.	Ensure that strategies for encouraging positive behaviour for learners with SEMH is shared with schools	June 2018	<i>Senior Inclusion Consultant</i> Deputy Director for Education	Guidance available at the Annual conference in June. Updates in Schools News.	R		
	Develop a framework for inclusion and kite mark award for schools to celebrate good practice.	September 2018	<i>Senior Inclusion Consultant</i> Deputy Director for Education	Support for achieving the kite marks is available within the traded offer to schools. SEMH guidance updated and shared with schools.	R		
	Refresh Positive Handling Policy	September 2018	<i>Chair of Oxfordshire Safeguarding Children Board (OSCB) Disabled Children's Group</i> OSCB Chairman	References to positive handling are reflected in school behaviour policies	A		

ANNEX A – Governance framework

Lead partner representatives on the SEND Programme Board will be responsible for reporting directly to the appropriate governance board within their organisations.

The SEND Programme Board will report to Oxfordshire’s Children’s Trust and Oxfordshire’s Health and Wellbeing Board on progress towards implementation of SEND reforms and inform them of associated risks and issues.



ANNEX B - Performance framework

	Performance measures
Numbers	Children and young people (CYP) with EHC Plan
	CYP with new EHC Plan
	CYP at SEN Support
Requests and assessment for EHC plans	Requests for statutory assessments received
	Initial requests for assessment for EHC plan refused
	CYP assessed
Statement/ EHC Plan transferred/ discontinued	CYP assessed - no plan issued
	CYP with statements or EHC plans who transferred during the 2017 calendar year
New EHC Plans	Statements/EHC plans reviewed and discontinued
	New EHC plans issued within 20 weeks (excluding exceptions)
Quality of EHC Plans	New EHC plans issued within 20 weeks (including exceptions)
	Overall quality of plans following audit
	% audited plans containing information from social care
Social care involvement for those with EHCPs	% audited plans containing information from health
	Looked After Children
	Child protection plan
Transfers	Child in need
	Early years, primary/secondary transfers completed by Feb 15th
Mediation & tribunals	Post 16 transfers completed by March 31 st
	Mediation cases held
	Tribunals logged
	Tribunals held
Exclusions	Tribunals involving the single route of redress
	Permanent exclusion (EHC plan)
	Permanent exclusion (SEND Support)
Absence	Number children with 1+ fixed term exclusion - SEND support
	Numbers of days of education lost due to fixed term exclusions (secondary schools)
Attainment	Persistent absence rate (SEND support)
	Persistent absence rate (EHC plan)
	End of key stages

Education, employment or training (EET)	% Not in education, employment or training
Feedback from children and young people	Good satisfaction ratings from surveys
Feedback from parents	Good satisfaction ratings from surveys

Glossary

OCCG	Oxfordshire Clinical Commissioning Group
SEND	Special Educational Needs and Disability
EHCP	Education, Health and Care Plan
SEMH	Social Emotional and Mental Health Needs
CAMHS	Child and Adolescent Mental Health Service
SENDIASS	Special Educational Needs and Disability Information Advice and Support Service
VOXY	Voices of Oxfordshire Youth
CYP	Children and Young People
EET	Education, employment and training

This page is intentionally left blank

Division(s): N/A

Narrative Report 2017-18

Performance Scrutiny Committee, 24 May 2018

Introduction

1. The Accounts & Audit Regulations 2015 s.8(2) require that every local authority's Annual Statement of Accounts must include "comment by the authority on its financial performance and economy, efficiency and effectiveness in its use of resources over the financial year." This is usually called the Narrative Report.
2. The CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 prescribes that "The structure and presentation of the Narrative Report should be determined by the authority in order to best meet the needs of the users and reflect the individual characteristics of the authority and the reporting period under review. The Narrative Report should focus on those elements that are material to an understanding of the financial position and performance of the authority". For 2017/18, CIPFA has also emphasised that the narrative report should address the impact of financial pressures on local authorities.
3. In plain terms, the Narrative Report is intended to make the accounts more accessible to the public through 'telling the story'. It should complement the finance data by explaining how the council was funded during the year, the services that were delivered, service performance and the outcomes achieved.

Draft Narrative Report 2017-18

4. The draft Narrative Report (Annex 1) is being presented to the Director of Finance on 18 May for her to approve for inclusion in OCC's Annual Statement of Accounts. As requested in Performance Scrutiny Committee's March 2018 meeting, the draft is also being presented to the Committee for information.
5. The drafting has been led by OCC's Corporate Performance & Risk Manager, Strategic Finance Manager (Accounting & Reporting), and Strategic Finance Manager (Strategy and Monitoring), with input from all of the council's directorates. It presents the context within which the Council worked in 2017-18, including the existing Corporate Plan and the new Vision, and draws on processes for finance and performance management which were undertaken throughout the year.
6. This has been informed by the latest guidance issued by CIPFA and by an internal review of previous years' reports. In the 2017-18 draft, we have tried to

go further in terms of detail and context, both in line with CIPFA guidance and what we judge the public would wish to know.

7. Once approved by the Director of Finance, the Narrative Report will be included in the signed Annual Statement of Accounts and published on 31 May.

Performance update, Quarter 4 2017-18

8. As in previous years, County Leadership Team decided not to commission a stand-alone Business Management Report for Quarter 4. This was on the basis that the Narrative Report contains an extensive review of the council's performance at year end, i.e. to 31 March, the same as Quarter 4.
9. The section of the Narrative Report titled "Performance Management" therefore reflects on the whole of 2017-18, including progress made during the final quarter of the year (January - March 2018).
10. Additionally, the performance dashboards later in the Narrative Report show the council's performance as at 31 March 2018, as reported against the outcomes and measures used in quarterly Business Management reports throughout the year. This fulfils the Committee's request in March to have sight of how matters stood at the close of the year.

RECOMMENDATIONS

11. **The Committee is RECOMMENDED to note the Narrative Report, and with respect to the information on OCC's performance in Quarter 4 2017-18 to consider any items which members wish to schedule for future scrutiny.**

14 May 2018

Report by: Lorna Baxter, Director of Finance

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

Hannah Doney, Strategic Finance Manager (Accounting & Reporting) hannah.doney@oxfordshire.gov.uk 07584 174 654

Division(s): N/A

Strategic Direction and Outcomes Framework 2018-19

Performance Scrutiny Committee, 24 May 2018

Introduction

1. It is important that the Council articulates a clear strategic direction, that draws together our vision, ambitions, priorities and the organisational building blocks being developed as part of the Target Operating Model under our Fit for the Future transformation programme.
2. This will form a key part of our new Corporate Plan, and set a context for the development of a new Outcomes Framework that enables the monitoring, reporting and understanding of performance at a county and council level.

Proposed model

3. Based on direction given by County Leadership team (CLT) and Performance Scrutiny Committee in March, plus work to develop the corporate plan including reviewing examples from elsewhere, it is proposed that our structure has the following elements:
 - a. Vision, containing priorities
 - b. Values
 - c. Organisational design principles / building blocks – as set under Fit for the Future
 - d. Outcomes – what we would see happening if our priorities are achieved
 - e. Indicators – how we would see progress towards outcomes
 - f. Measures, with targets – how we understand the indicators

Strategic Direction

4. It is proposed that our strategic direction combines our vision, values, key priorities and outcomes, in setting out 'what' we are trying to achieve.
5. It will also include the organisational design principles, as a way of explaining 'how' we will work to achieve our ambitions.
6. The aim is to keep this clear, concise and ideally on one page, with more detail about what this means and how it will be implemented forming the basis of the Corporate Plan.
7. The 6 priorities in the OCC Vision are expressed in terms of 13 outcomes we will work to secure. Each of our outcomes is a positive statement of wellbeing for residents and/or communities, made in plain English.

8. The outcomes reflect our aspirations for Oxfordshire residents and communities, and guide our action in the short, medium and long term. The critical point is that the Council is not necessarily solely responsible for these outcomes as partners or residents might be equally responsible, so we need to be successful in gaining others' support for our vision.
9. An example of how this Strategic Direction might look is shown on page 5.

Outcomes Framework

10. The Outcomes Framework will set out how we will know we are achieving or progressing towards our priorities, the effectiveness of our actions, and whether we are performing well as a Council.
11. Our proposed model for the Outcomes Framework is shown on page 6.

Outcomes and Indicators

12. The 13 key outcomes will form the basis of the Outcomes Framework. These outcomes will be informed by **approximately 50 indicators** which give visibility to the outcomes and show whether an outcome is being achieved. These indicators reflect input from CLT and Performance Scrutiny during March.
13. Our indicators have been selected based on the extent to which they a) say something of central importance about the outcome, b) are common sense and communicate with a broad range of audiences, and c) are based on data that is accurate, reliable, consistent and available on a regular and timely basis.
14. These indicators do not seek to measure the effectiveness of particular services or agencies. Rather, they seek to quantify the key changes we would expect to see as our outcomes are achieved.
15. All of the above is what we would expect to report at the corporate level to audiences such as CLT, Cabinet, Performance Scrutiny Committee and the public.
16. A proposed list of these indicators is shown on page 7.

Measures and Targets

17. The next level in the model are **operational performance measures**, with associated **targets** (which might be plotted on a performance trajectory running for the medium- to long-term). These are solely the Council's, and are typically already built into contracts, commissioning specifications or service level agreements. They seek to answer three main questions about our services:
 - How much did we do? (the quantity of service provided);
 - How well did we do it? (the quality of the service provided); and
 - Is anyone better off? (the effect of the service provided).

18. Operational performance measures are expected to be reported primarily to audiences such as Directors, Directorate Leadership Teams, Service Managers, and others concerned with the management of day-to-day business. They would also be reported upwards in the event of (for example) a Scrutiny Committee 'deep dive'.
19. The vast majority of these measures will be drawn together from existing measures already used by services and/or reported as part of statutory returns.

Next steps

20. All of the outcomes and indicators need to be thoroughly reviewed with the relevant directorates, service managers and other colleagues, and considered by the Corporate Plan Working Group and Performance Scrutiny Committee. This is both to check that the correct material has been captured, and that the wording is concise and fit for purpose.
21. There are several areas in which further work will be needed before we can pin down exactly what we are trying to show and measure. For example, assessing how "we help people ... play an active part in their communities" might include matters like services that community groups are now responsible for delivering, the role of volunteers, levels of parish grants awarded, our offer of buildings to support community activity, and so on.
22. The outcome of the current phase of Fit for the Future will also be relevant, and we should expect to revisit and update any agreed indicators or measures in light of clarification of OCC's operating model.
23. Consideration also needs to be given to the use of "county wide" indicators over which OCC has little direct responsibility and/or influence. Essex County Council's model includes, for example, levels of crime in Essex, rates of hospital admissions and median earnings, which help to show how Essex is doing as a county rather than measure the performance of the council. This echoes our own intentions (expressed by both members and officers) that we should be willing to set and report on ambitions both for how the council is performing as well as outcomes for the broader countywide context in which we operate, but goes further in recognising our role as a community leader and champion acting in the best interests of the county.
24. In early May the strategic direction and draft outcomes and indicators were shared with Corporate Plan Working Group, County Leadership Team, and Cabinet members for their views. The timetable from here is:
 - We will continue to use 2017-18 outcomes and measures in Quarter 1
 - 24 May: Performance Scrutiny Committee meeting
 - 19 June: final version of the draft Corporate Plan, Strategic Direction and Outcomes Framework, to be considered for approval by Cabinet

- 3 July: Performance Scrutiny Committee meeting – including review of the detailed measures beneath the Outcomes Framework
- 10 July: same material to be considered for approval by Full Council

RECOMMENDATION

25. The Committee is RECOMMENDED to comment on the proposed Strategic Direction and Outcomes Framework, including what measures might be expected to support the indicators, to inform their further development.

14 May 2018

Ben Threadgold
Policy and Performance Manager

Ian Dyson
Assistant Chief Finance Officer
(Assurance)

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

FIGURE 1: Strategic Direction

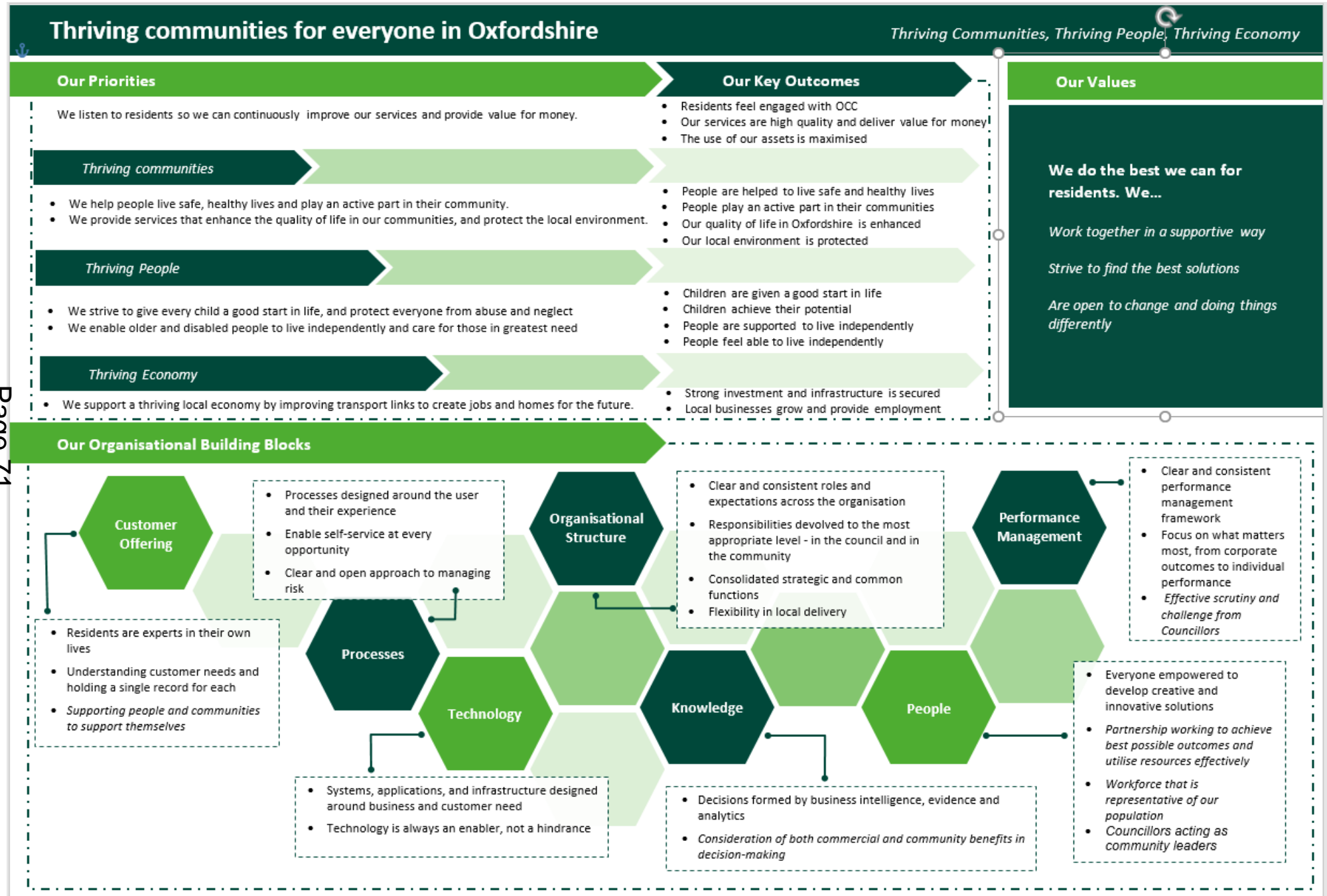
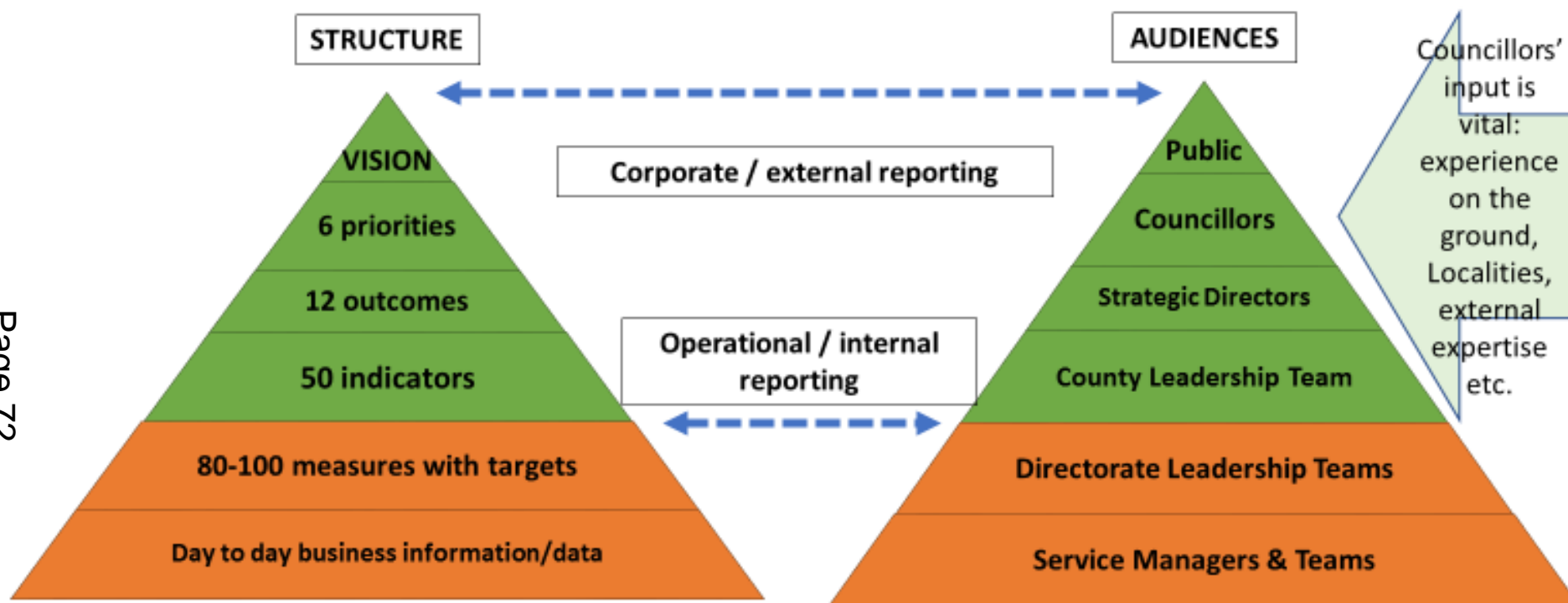


FIGURE 2: model of the new Outcomes Framework

Outcomes Framework – structure and audiences



- The higher up in the triangle, the more strategic the collation of performance information.
- OCC measures everything necessary for operational teams to function.
- We report upwards according to audience needs.
- All information can be accessed by any audience on request – eg 'deep dives' into specific areas.

OXFORDSHIRE KEY OUTCOMES

<p>We listen to residents so we can continuously improve our services and provide value for money</p> <p>Residents feel engaged with OCC</p> <ul style="list-style-type: none"> • Prevalence of services developed in co-production • Number and value of opportunities for public engagement • Rates of customer satisfaction <p>Our services improve and deliver value for money</p> <ul style="list-style-type: none"> • Value for money through effective use of resources • Improvement following external inspection or audit <p>The use of our assets is maximised</p> <ul style="list-style-type: none"> • Progress with the One Public Estate Programme • Improved delivery of our Capital Programme 	<p>We help people live safe and healthy lives and play an active part in their community</p> <p>People are helped to live safe and healthy lives</p> <ul style="list-style-type: none"> • Number of people helped to live safe & well • Emergency response times • Prevalence of healthy lifestyles • Numbers of people receiving support for drug or alcohol dependency • Proportion of people walking & cycling • Prevalence of 'healthy communities' <p>People play an active part in their communities</p> <ul style="list-style-type: none"> • Rates of volunteering • Prevalence of services provided by communities 	<p>We provide services that enhance the quality of life and protect the local environment</p> <p>Our quality of life in Oxfordshire is enhanced</p> <ul style="list-style-type: none"> • Condition of highways • Funding secured through planning obligations • Levels of public / community transport use • Rates of access to cultural services <p>Our local environment is protected</p> <ul style="list-style-type: none"> • Levels of carbon emissions • Levels of energy use • Levels of air pollution • Proportion of household waste re-used, recycled or composted
<p>We strive to give every child a good start in life and protect everyone from neglect</p> <p>Children are given a good start in life</p> <ul style="list-style-type: none"> • Prevalence of healthy children • Numbers of looked after children • Numbers of children's social care assessments • Number of children the subject of protection plans • Number of children's cases held by permanent staff <p>Children are able to achieve their potential</p> <ul style="list-style-type: none"> • Percentage of children with a place at their first-choice school • Percentage of children at a good/outstanding school • Rates of school attendance • Levels of school attainment 	<p>We enable older and disabled people to live independently and care for those in greatest need</p> <p>Care services support independent living</p> <ul style="list-style-type: none"> • Number of home care hours purchased • Number of appropriate safeguarding enquiries • Numbers of people delayed leaving hospital awaiting social care • Number of people with control over their care • Proportion of older people supported in the community <p>Homes and places support independent living</p> <ul style="list-style-type: none"> • Percentage of people who report feeling safe and well • Percentage of people living in safe & suitable housing • Condition of footways 	<p>We support a thriving local economy by improving transport links to create jobs and homes for the future</p> <p>Strong investment and infrastructure are secured</p> <ul style="list-style-type: none"> • Level of investment attracted • Number of new homes • Levels of disruption to journeys by congestion or roadworks • Level of transport connectivity • Level of access to online and digital services <p>Local businesses grow and provide employment</p> <ul style="list-style-type: none"> • Numbers of business start-ups • Employment rates • Job growth in key sectors/locations • Numbers of apprenticeships • Levels of workforce retention, progression and development

This page is intentionally left blank

Division(s):

PERFORMANCE SCRUTINY COMMITTEE 24 MAY 2018

DRAFT SCRUTINY ANNUAL REPORT 2017-18

Report by Assistant Chief Executive

BACKGROUND

1. Each year the Scrutiny Annual Report provides a summary of the work and impact of the council's three scrutiny committees; Performance Scrutiny, Education Scrutiny and Health Overview & Scrutiny, and any Cabinet Advisory Groups appointed by Cabinet during the year.
2. The report is attached as Annex 1. It is structured by committee and highlights where scrutiny has had a tangible impact on decision-making and held decision-makers to account. It has been drafted in partnership between Chairmen and Scrutiny Officers.
3. To ensure that scrutiny continues to robustly challenge and influence the decisions of the Council and Health partners, a range of practical steps have been taken to improve the effectiveness of the Council's scrutiny arrangements. These changes have focused on enabling more flexible, councillor-led scrutiny that centres on priority areas for Oxfordshire and balances this against areas of emerging concern.

AUDIT & GOVERNANCE COMMITTEE COMMENTS

4. The Audit and Governance Committee reviewed the draft scrutiny annual report on 25 April and provided the following feedback, which the Performance Scrutiny Committee may wish to consider:
 - Members noted that there had been no call-ins during 2017/18, meaning that scrutiny was happening at an early stage.
 - The Committee was encouraged that engagement with the Joint Health Overview and Scrutiny Committee has been good and the relationship with the Clinical Commissioning Group is less confrontational. There is now more collaboration with neighbouring authorities, many of whose residents use health facilities in this county.
 - The Committee acknowledged that NHS transformation plans are likely to be in a different form following consultation.
 - The Committee felt it is unlikely that Government will accept the recommendations of the Communities and Local Government Select Committee to make it obligatory for external providers to attend scrutiny when requested. Currently external providers are scrutinised through the service areas that commission them and they can be invited to attend scrutiny when appropriate.

5. Audit and Governance members were also keen to know how the implementation of Oxfordshire's Housing and Growth Deal will be scrutinised going forward. The proposal is for a joint scrutiny group to review key stages of implementation. This will not preclude the Council from locally scrutinising decisions of the County Council in relation to the Housing and Growth Deal. The Cabinet plans to appoint members to the joint scrutiny group at its June meeting.

NEXT STEPS

6. The attached report is draft and will be subject to change following comments from the Performance Scrutiny Committee on 24 May 2018.
7. The final report will be presented to Council on 10 July 2018.

RECOMMENDATION

8. **The Committee is RECOMMENDED to comment on the report prior to its submission to Council for approval.**

MAGGIE SCOTT

Assistant Chief Executive

Background paper: Draft Scrutiny Annual Report 2017-18

Contact Officer: Katie Read, Senior Policy Officer

07584 909530

May 2018



**OXFORDSHIRE
COUNTY COUNCIL**

Scrutiny Annual Report

2017 – 2018

Foreword

To be agreed with Chairmen.



**Cllr Liz
Brighthouse OBE**

Chairman of the
Performance Scrutiny
Committee



**Cllr Arash
Fatemian**

Chairman of the
Oxfordshire Joint Health
Overview and Scrutiny
Committee



**Cllr Michael
Waine**

Chairman of the
Education Scrutiny
Committee

Executive Summary

Overview and scrutiny plays a crucial role in holding decision-makers to account, enabling the voice and concerns of the public, and driving service improvement.

In 2017/18 the County Council's three Overview and Scrutiny Committees focused on areas where they could have the greatest influence on outcomes for the people of Oxfordshire. Practical changes continue to be embedded to ensure the scrutiny function remains effective and adds value to the Council's governance and decision-making processes.

The **Performance Scrutiny Committee** has continued to use the Business Management Report to inform its work programme. Two working groups have been established to examine the reasons for a falling trend in household recycling rates and the inequalities experienced by young carers. Other key areas where the committee's scrutiny has had an impact include:

- The strategic direction of the Council and progress with council transformation.
- The pressures and areas of concern in the Cabinet's budget proposals for 2018/19.
- How the Council is responding to its equality duties and addressing health inequalities.
- Work to ensure schools and other sites continue to receive key services previously delivered by Carillion.

The **Education Scrutiny Committee** has largely focused on the first of three key areas of concern – rising school exclusion rates - through a committee working group. Recommendations from this review will be considered by the Cabinet in April 2018. Other key areas where the committee's scrutiny has had an impact include:

- The Council's response to cyberbullying and development of an Anti-Bullying Charter that schools voluntarily sign up to.
- Lobbying for increased funding to support pupils with high needs.
- Challenging the Regional Schools Commissioner about his management of underperforming academies.

The **Joint Health Overview and Scrutiny Committee** business has been mostly concerned with its referral of three issues to the Secretary of State for Health:

- The decision not to re-procure services at Deer Park Medical Centre, leading to the surgery's closure. The committee is reviewing its relationship with the NHS and scrutinising the comprehensive plans for primary care in Witney being developed.
- The temporary closure of obstetric services at the Horton General Hospital. This Secretary of State agreed that closure of the unit for more than 10 months exceeds the definition of 'temporary'.
- The decision to permanently close obstetric services at the Horton General Hospital. The committee is scrutinising further local action to determine the future of maternity services in Oxfordshire and developing joint proposals with the NHS for tackling the issues.

Scrutiny Chairmen continue to meet regularly to share learning and intelligence, identify areas of cross-over, and discuss where there may be gaps in focus. In response to recommendations from the Parliamentary Select Committee inquiry into the effectiveness of overview and scrutiny committees, Chairmen are keen to focus on using external evidence, expertise and good practice to inform future scrutiny activity,

as well as effectively scrutinising external providers over the course of 2018/19.

Two **Cabinet Advisory Groups** were also established in 2017/18 to deal with specific issues and to help with the development of key policies, namely:

- 1) The preparation, monitoring and review of the Oxfordshire Minerals and Waste Local Plan, and
 - 2) Highways policy and the rationale for the proposed Oxford Cambridge Expressway
- These groups will continue to meet in 2018/19.

1. Introduction

- 1.1. The Scrutiny Annual Report summarises the activity of the Council's three Overview and Scrutiny Committees between April 2017 and March 2018, as well as the work of any Cabinet Advisory Groups appointed by Cabinet in this time.
- 1.2. The report highlights key areas of work each committee has undertaken over the last year and where the influence of scrutiny has been the greatest.
- 1.3. Following County Council elections in May 2017 a light touch evaluation of the authority's overview and scrutiny function was undertaken to identify practical steps for improving its effectiveness. Consequently, this year scrutiny chairmen have tried to balance scrutiny's role in policy development, with its responsibility to review performance and hold partners and Cabinet to account. New approaches to overview and scrutiny activity are being embedded and tools have been developed to help members identify where scrutiny can have the greatest impact. Each committee is being supported to undertake 'deep dives' into specific areas of concern to make recommendations that will drive forward service improvement.
- 1.4. Work planning meetings at the start of the year ensured that the committees focused on priority areas of work for Oxfordshire. Councillors were also offered specific training on the role and powers of overview and scrutiny, and the use of different techniques to best utilise the committees' influence.
- 1.5. Scrutiny chairmen continue to meet regularly to share intelligence, identify areas of cross-over between committees and highlight where there may be gaps in focus.
- 1.6. Membership details for the Scrutiny Committees and Cabinet Advisory Groups are provided in Annexes 1 and 2 respectively.

2. The role of scrutiny

- 2.1. Overview and scrutiny arrangements were established under the Local Government Act 2000 and are a mechanism for non-executive councillors to examine the policies and decisions of Cabinet, identify problem areas and issue reports.
- 2.2. Specifically, the powers and functions of overview and scrutiny committees include the ability to:

- hold inquiries and produce reports and recommendations to the council executive;
 - require executive members and officers to appear before them; and
 - require a response to its reports within two months;
- 2.3. Scrutiny provides the opportunity to challenge policy and decision-makers through an evidence-based investigative process that aims to resolve problems in the public interest and drive service improvements. It does this by holding executives and senior officers to account, but also through facilitating a constructive dialogue between the public and elected representatives. In this respect scrutiny plays an important role in developing policy and ensuring accountability. The Centre for Public Scrutiny (CfPS) articulates the role of scrutiny through four mutually reinforcing principles, which have provided a framework for this evaluation:
- a) Provides 'critical friend' challenge to executive policy-makers and decision-makers,
 - b) Enables the voice and concerns of the public,
 - c) Is carried out by 'independent minded governors' who lead and own the scrutiny process,
 - d) Drives improvement in public services.

3. Parliamentary Select Committee recommendations for scrutiny

- 3.1. In December 2017 the Communities and Local Government Select Committee reported on its inquiry into the effectiveness of Local Authority overview and scrutiny committees and made recommendations to Government on the following areas:
- a) The need for clearer guidance on the role of scrutiny and a mechanism for sharing best practice nationally;
 - b) The importance of political impartiality, the independence and legitimacy of scrutiny chairmen;
 - c) The importance of transparency, access to information and the engagement of external experts and service users;
 - d) The appropriate independent, impartial and skilled resourcing of scrutiny,
 - e) The monitoring of scrutiny member training and skills;
 - f) The need for guidance on promoting the role of the public in scrutiny;
 - g) The importance of access to information from service providers and the democratic, publicly visible oversight of Local Enterprise Partnerships;
 - h) Clarity that scrutiny is a fundamental part of any future devolution deals.
- 3.2. Scrutiny chairmen reviewed the Select Committee's findings and recommendations in the context of Oxfordshire's overview and scrutiny function and considered that many of the recommendations are already being actioned locally. They were also reassured to note that some challenges faced locally are reflected nationally.
- 3.3. Whilst the chairmen believe scrutiny's independence and impartiality is well established in Oxfordshire, the inquiry highlighted that the scrutiny process could be more prominent, and encourage greater public participation and engagement.
- 3.4. Scrutiny committees should also be using external evidence, expertise and good

practice wherever possible to inform their reviews and recommendations. Chairmen highlighted that seminar-style scrutiny sessions have previously worked well for members to gain expert insight into certain topics, although councillor attendance has not always been consistent. This is an area that the chairmen are keen to focus on improving over the coming year.

- 3.5. To ensure effective scrutiny and accountability of external providers scrutiny chairmen are also keen to explore whether County Council contracts with service providers can include a requirement to attend scrutiny when requested.
- 3.6. The Government's response to the inquiry confirms that new guidance will be issued in relation to scrutiny committees later in 2018. This will recommend that scrutiny committees report to Full Council and state that members of the Executive should not participate in scrutiny except as witnesses, including during the scrutiny of external partners. Government will also recommend that councils consider including conditions that support openness and transparency in the tendering of their contracts, but will not go so far as to accept that external providers should be required to attend scrutiny committees.
- 3.7. In relation to Local Enterprise Partnerships (LEPs) the Government has made a commitment to bring forward reforms to LEP leadership, governance, accountability, financial reporting and geographical boundaries as part of the Industrial Strategy White Paper. It will be publishing these reforms in early 2018.

4. Performance Scrutiny Committee

- 4.1. The Performance Scrutiny Committee has a membership of 11 county councillors and is chaired by Cllr Liz Brighthouse OBE. The councillor membership is politically proportional to the membership of the Council. The committee met seven times in 2017/18.
- 4.2. The committee's key functions, as outlined in the constitution, include:
 - Scrutinising the performance of the council;
 - Providing a focused review of corporate performance, directorate performance;
 - Scrutinising financial reporting and budgets;
 - Raising queries or issues of concern that may occur over decisions being taken in relation to adult social care, to provide a specific committee for addressing such queries;
 - Discharging the Council's scrutiny responsibilities under the Police and Justice Act 2006, to review and scrutinise decisions made or actions taken by community safety partners.
- 4.3. During an informal work programming session in August, councillors identified priority areas of work for the committee over the year. As much as possible, these committee agendas have been 'themed', so that connected topics could be discussed, along with emerging issues. Councillors were particularly keen to focus on the committee's policy shaping role, so there has been a drive to bring areas of work to the attention of the committee at an early stage for input and

constructive comment.

Performance Management

- 4.4. The committee continues to use the quarterly Business Management Report as a means for holding the Council to account for the pledges it makes in its Corporate Plan and for determining future areas of scrutiny. Through examining overall performance, the committee plays an important role in driving improvement across some of the council's highest priority services.
- 4.5. The committee has remained committed to scrutinising both the council's delivery of services and the performance of contracts, commissioned services and partnerships. For example, in March 2018 the committee reviewed the activity of Oxfordshire's Local Economic Partnership (OxLEP) and challenged how this is contributing to economic growth and increased productivity in the county.
- 4.6. A number of key performance areas have held the attention of the committee over the course of the year. Members have regularly sought assurance about the confidence officers have in the projected reduction in the number of Looked After Children. The committee plans to scrutinise the approach being taken to managing demand for children's social care in May and will consider ways for addressing pressures in this area.
- 4.7. Delayed transfers of care have continued to be an area of focus, related to issues with staffing the reablement service and problems faced by adult social care in recruiting and retaining care workers in Oxfordshire. Committee members have requested regular reports detailing the breakdown of reasons for delayed transfers of care to explore these issues further, and plan to scrutinise the outcomes of work with social care providers to address workforce issues in July 2018.
- 4.8. Members also explored other performance issues relating to spending on home to school transport; the surge in district planning applications; the clearance of social care debtor invoices; and highway maintenance.
- 4.9. At the January meeting it was agreed that a working group of committee members would lead a 'deep dive' into the reasons for a falling trend in household recycling rates, particularly considering the impact of varying collection authority policies and changes in the market for waste materials.
- 4.10. The committee has also been discussing how to better align the reporting of performance data with financial information. Members' requests and suggestions have informed the continuing development of business management reports, including the design of a new high-level dashboard. Proposed closer alignment of monetary reporting – such as on savings, pressures and income – is being factored into existing business reporting methods and will be shared with the committee in 2018/19.

The Council's Strategic Direction and Transformation

- 4.11. Over the course of the year the committee has been involved in shaping a new direction for the council by reviewing the development of a new Corporate Plan

and operating model. The committee's views on the draft council prospectus were incorporated in the version presented to Cabinet in October 2017. Members' comments on the full Corporate Plan were fed back to Cabinet in January 2018. The committee advised that the Plan needed to be more accessible, concise and clear, steering staff and service priorities.

- 4.12. In March 2018 the committee reviewed the council's work with PwC to design a more efficient and effective operating model for the authority to save between £33m and £58m per year and enable political choices to be made about investment in services. The committee highlighted the importance of supporting staff through such large scale cultural change and are keen to understand the impact on staff numbers and vacancies.
- 4.13. The committee requested that detailed transformation plans are clearly and transparently laid out, so that members and the public can track and challenge the savings to be achieved. Officers were also challenged to look at the council's asset base for generating income, and to reconsider the council's role in building capacity within the voluntary and community sector, if such organisations are to help deliver elements of the required transformational change.
- 4.14. A progress report will be shared with the committee in July as the design work nears completion.

Service and Resource Planning

- 4.15. The Performance Scrutiny Committee has overall responsibility for scrutinising budget proposals. At the December and January meetings the committee scrutinised the financial pressures and savings proposals for 2018/19 and the medium term, and the proposed approach to capital expenditure over the next 10 years.
- 4.16. The committee raised particular concerns about pressures on the high needs block, the scale of proposed savings from reducing the number of children entering care and the impact of changes to the Adult Social Care Contributions Policy.
- 4.17. The committee will further scrutinise the council's plans to meet and exceed transformation savings in 2018/19, the impact of work to manage the market and the action plan for addressing pressures on Special Educational Needs and Disabilities services. The impact of changes to the Adult Social Care Contributions Policy in 2018 will also be regularly reviewed and members are keen to keep a watching brief on the impact of the Growth Deal on the capital programme, particularly its effect on infrastructure development plans and highway maintenance.

Crime and Community Safety

- 4.18. In September 2017 members scrutinised the areas of focus in the Thames Valley Police Delivery Plan; reviewed the performance of Oxfordshire's Fire and Rescue Service; examined the priorities in the Community Risk Management Plan and advised on areas for improvement against the delivery of the Community Safety Agreement.

- 4.19. Committee members were keen to see greater links forged between the Police, Early Intervention and the Multi-Agency Safeguarding Hub, particularly in using analytics to predict child sexual exploitation and identify hidden harm. The committee requested a report back on Thames Valley Police's research into predicting harm when the Chief Constable next attends the committee.

Safeguarding Children and Adults

- 4.20. The committee's scrutiny activities help to ensure the council is effectively safeguarding the most vulnerable people within our communities. In October 2017 members scrutinised the safeguarding partnership arrangements in place for adults at risk and noted the recruitment and retention of care workers as a significant concern – the committee intends to scrutinise this issue in further detail at its July 2018 meeting.
- 4.21. The committee also reviewed the Safeguarding Children Board's annual performance, discussed continuing challenges, as well as learning points from audit and quality assurance work and serious case reviews. Members were concerned about the rising number of children taken into care and reducing referrals for early help. It was agreed to consider learning from serious case reviews when they are published and to scrutinise the effect of partnership working and the early help offer in May 2018.

Equality

- 4.22. The committee meeting in January 2018 focused on equality. Members reviewed the council's new draft Equality Policy ahead of public consultation and scrutinised progress on the authority's implementation of the Health Inequalities Commission recommendations.
- 4.23. Members highlighted the importance of diversity in the workforce and dignity at work. The committee intends to focus on workforce issues in July, including a review of inclusivity in the Fire and Rescue Service and the resilience of the Council's workforce. The committee also agreed to review progress against the Equality Policy action plan on an annual basis.
- 4.24. The committee was particularly surprised that the Health Inequalities Commission made no recommendations in relation to young carers as many of their issues can be hidden ones. It was agreed that a working group of committee members would look in greater detail at how we are identifying and supporting young carers, and report back to the committee in May.

Carillion contract

- 4.25. Following the liquidation of the council's strategic property maintenance, investment and facilities partner, Carillion in early 2018, the committee scrutinised the initial actions taken by the authority to guarantee business continuity and the delivery of key services to schools and other sites.
- 4.26. Members raised concerns about the impact of outstanding maintenance and construction work on the capital programme and the council's level of liability. The committee will input into work to establish a 'baseline' position following

services being taken in-house and members plan to review the cost of delivering services before and after the liquidation.

Call-In

4.27. The call-in procedure allows the Performance Scrutiny Committee to compel the Cabinet to reconsider a decision made by its members, but not yet implemented. There must be compelling grounds for review. The committee did not use its call-in powers during 2017/18.

Forward Planning

4.28. In the coming months, the committee intends to scrutinise the following areas:

- **Demand management:** The committee intends to review the effect of partnership working and the early help offer in children's social care, the pressures on staff resources and the impact of work to manage the social care market.
- **Workforce:** The committee will scrutinise work to address pressures on the adult social care workforce, progress reforming the Fire and Rescue Service workforce to be more inclusive and the resilience of the council's wider workforce.
- **Highway customer satisfaction:** The committee plans to review customer satisfaction levels with the condition of Oxfordshire roads, discuss the constraints faced by the council in maintaining these and scrutinise the measures being taken to improve road conditions.

5. Education Scrutiny Committee

5.1. The Education Scrutiny Committee has a membership of 8 county councillors, 4 co-opted members and is chaired by Cllr Michael Waine. The county councillor membership is politically proportional to the membership of the Council. The Committee met five times in 2017/18.

5.2. The Education Scrutiny Committee provides a county wide view of the provision of all the schools in Oxfordshire. As stated in the Terms of Reference of the Committee, the key functions of the Committee include:

- To assist the Council in its role of championing good educational outcomes for Oxfordshire's children and young people;
- To provide a challenge to schools and academies and to hold them to account for their academic performance;
- To promote joined up working across organisations in the education sector within Oxfordshire;
- To review the bigger picture affecting academic achievement in the county so as to facilitate the achievement of good outcomes;
- To represent the community of Oxfordshire in the development of academic achievement across the county, including responding to formal consultations and participating in inter-agency discussions;
- To contribute to the development of educational policy in the county.

School Exclusions

5.3. A working group investigated the underlying reasons for both fixed term and

permanent exclusions in primary and secondary schools. The group also explored the support available for schools in managing pupils at risk of exclusion, the exclusions process and good practice in schools where rates have been reducing. The group met with headteachers in low and high excluding schools, sought the views of the Children in Care Council and had briefings with officers on specific services.

5.4. The key findings from the working group were:

- The importance of leadership to promote inclusivity at headteacher and governor level, including a model used in Bristol that has been promoted as good practice. In this model schools and the Local Authority agree that alternative provision can be accessed at much lower costs if a school does not permanently exclude a pupil. The working group have recommended that the council investigates this model with schools across Oxfordshire.
- Alternative provision – the council funds 106 places for pupils aged 5-19 who are either excluded or having difficulties fully accessing education. The working group noted that there is a lack of provision particularly for primary aged pupils and the referral process can be time consuming and complicated.
- Challenging behaviour is the most common reason for permanent or fixed term exclusion which can often be linked to unmet need. The working group acknowledged that managing extreme behaviour can be resource intensive, but noted that there are examples of good practice at schools in Oxfordshire that could be adopted across the county
- Schools receive delegated funding for Special Educational Needs (SEN) and Pupil Premium for disadvantaged pupils, but a few schools fed back that this funding is not enough to cover the costs of bespoke provision for vulnerable learners. The Didcot Partnership was shared as an innovative example of good practice where schools have pooled resources along with a small amount of capital investment from the council to deliver peer-to-peer support for headteachers and SEN Coordinators based at a Didcot school with outreach services.
- School readiness emerged as another factor that can affect the likelihood of a pupil being excluded. The group considered that early identification and preventative work by Health Visitors and Primary Child and Adolescent Mental Health Services (PCAMHS) should help to identify children who may need additional help. Schools themselves also reported that they have a range of strategies to make the transition smoother, but it would be beneficial to promote greater information sharing particularly around vulnerable pupils.

5.5. The report has made 14 recommendations which will be considered by the Cabinet, with a response due in June 2018.

Anti-bullying Charter

5.6. In December the committee recommended that the council develops an anti-bullying charter and seeks voluntary sign up from schools in the county. This suggestion was accepted by the Cabinet member and the charter was launched at the end of February. At the time of writing 38 schools have signed up to the charter.

5.7. In addition to the charter, schools can also work towards a charter mark by

appointing an anti-bullying lead staff member and governor, completing an anti-bullying audit and action plan and taking part in an online survey to tackle bullying. The committee have also suggested that alongside the charter, a one-page summary about tackling cyberbullying should also be produced and schools should be signposted to the council's resources to tackle cyberbullying.

Oxfordshire High Needs funding block

5.8. The committee considered the results of the Local Authority Inspection of Special Education Needs and Disabilities by Ofsted and the Care Quality Commission (CQC) in December 2017. As a result, the committee highlighted that the county receives comparatively less high needs funding than some county council areas. The chairman wrote to Oxfordshire MPs to raise awareness of this issue who in turn have raised this matter with the Secretary of State for Education. In March, the Parliamentary Under-Secretary of State for Children and Families responded to the concerns raised by the committee. The letter stated that the government is in the process of reforming high needs funding systems to ensure that funding is directed to where they are most needed.

Regional Schools Commissioner

5.9. The Deputy Director of the Regional Schools Commissioner attended a question and answer session with the committee meeting in March. The committee challenged the Director about the need to tackle underperforming academies in the county in a timely manner to ensure the best outcomes for pupils attending these schools. The committee were also pleased to learn that the Regional Schools Commissioner has a good working relationship with the Local Authority that ensures that there is good partnership working, information sharing and robust challenge on both sides.

Forward Plan

5.10. In the coming months the committee intends to scrutinize the following:

- **Elective Home Education:** The committee identified that there has been a 21% increase in Elective Home Education in Oxfordshire in the past year. A working group is currently investigating the reasons behind this and will be assessing a range of evidence, and meeting with parents/carers who have opted to home educate. The group plans to report back to the committee in June 2018.
- **Secondary School Attendance and Absences:** A working group will investigate secondary school absences after it was highlighted in December that absence rates are higher than the regional and national average. The group will focus on identifying areas of good practice; understanding why certain pupil groups have higher levels of absence than others, particularly young offenders and children in care; whether authorised absences are higher in service families; understanding why absences for medical/dental appointments are higher than the national average and understanding what methods can be used to reduce unauthorised absences. The group will be visiting schools, speaking to a range of officers and engaging with partners in health. This work is scheduled to be completed in September 2018.
- **Secondary School Attainment:** A working group will investigate levels of

secondary school attainment, particularly bridging the gap for vulnerable learners. The committee will seek to understand how Pupil Premium funding is being used in the county and how Oxfordshire compares to other local authorities in terms of the funding it receives; investigating how inclusion is promoted at schools and levels of SENCO activity; the difference in Key Stage 4 offers at secondary schools and the impact that this has on the educational attainment of different learners; and the educational attainment levels of gypsy and traveler communities in Oxfordshire.

6. Joint Health Overview and Scrutiny Committee

6.1. The Oxfordshire Joint Health Overview and Scrutiny Committee (HOSC) is a joint committee of County, District and City Councils comprising 12 non-executive voting members (seven county councillors and five district/city councillors) and three co-opted non-voting members. During 2017/18 the Committee has been chaired by Councillor Yvonne Constance OBE until June 2017 and then by Cllr Arash Fatemian for the remainder of the year. The Committee met six times in 2017/18; one of these was a special meeting to discuss Phase One of the Oxfordshire Health Transformation Programme.

6.2. The primary role of the Committee is to:

- Review any matter relating to the planning, provision and operation of health services in Oxfordshire.
- Review and scrutinise services commissioned and provided by relevant NHS bodies and relevant health service providers.

6.3. Since February 2017, HOSC has made three referrals to the Secretary of State for Health that have been the focus on much of the Committee's business throughout 2017/18:

No	Referral	Basis of referral	Referral agreed (meeting date)
1	CCG decision not to re-procure services at Deer Park Medical Centre (leading to closure by 31 March)	Regulation 23(9)(a) - consultation inadequate, and Regulation 23(9)(c) - not in interests of people in Witney	02-Feb-17
2	Horton - temporary closure of obstetrics	Regulation 23(9)(b) - Inadequate reasons for no consultation	02-Feb-17
3	Horton - permanent closure of obstetrics	Regulation 23(9)(c) - the decision is not in the best interests of the health service or local residents; and Regulation 23(9)(a) – the content of the two-phase consultation is inadequate.	07-Aug-17

6.4. All of the referrals were passed by the Secretary of State to the Independent Reconfiguration Panel (IRP) for consideration.

Deer Park Medical Centre (DPMC)

6.5. Following review of the HOSC referral, the Secretary of State received advice from the IRP in July 2017 that a full review was not warranted and further local action was required. The IRP made a number of recommendations to the Oxfordshire Clinical Commissioning Group (CCG), NHS England (NHSE) and HOSC. The actions for the CCG and NHSE can be summarised as follows:

Recommendation	Progress as reported to HOSC at 8th February 2018
The CCG must continue actively to pursue the objective that all former DPMC patients are registered as soon as possible.	The CCG has written four times to outstanding unregistered patients giving them a choice of new practices to register with. They will now allocate those patients to a suitable practice. HOSC has requested the CCG report back when this process is complete.
The CCG should immediately commission a time limited project to develop a comprehensive plan for primary care and related services in Witney and its surrounds. This needs to be linked to, and integrated with, the wider CCG and Sustainability and Transformation Plan for the whole of Oxfordshire. This work should seek to produce a strategic vision for future primary care provision in line with national and regional aims and should not preclude the possibility of providing services from the Deer Park Medical Centre in the future.	The CCG has developed a plan for primary care and related services in Witney and its surrounds. Similar plans exist for all localities across Oxfordshire.
That NHSE should appoint a third party to review the CCG's engagement on a plan for primary care in Witney and the surrounds.	NHSE commissioned and received a report which reviewed the CCG's engagement on the plan for primary care and related services in Witney and its surrounds. This report has generated a number of recommendations that the CCG needs to respond to. HOSC has asked to see the CCG response.
HOSC should review its relationship with the NHS consider how they can work together differently to command public confidence and maintain an open relationship	Two workshops have been held (January and March 2018) to seek to improve working relationships. Further detail is given below.

6.6. In response the IRP recommendation for HOSC, a 'Ways of Working' workshop was held in January 2018 with HOSC members and Health representatives from the CCG, provider trusts and NHSE. Participants discussed the development of common working principles and the following recommendations were agreed by HOSC in February 2018:

- a) Develop working principles that can be signed up to by HOSC and health colleagues.
 - b) Amend the change process to introduce a staged approach with different thresholds of change (i.e. minor/temporary/moderate/significant).
 - c) Introduce more flexible and different ways of working to allow for early engagement, dialogue, feedback, evaluation (for example, briefings, task and finish groups, reference groups, debriefs, visits, annual planning event and training).
 - d) Robust feedback and communications (e.g. ensure HOSC feedback is recorded and communicated).
 - e) Set an evaluation and reporting back framework.
- 6.7. A further workshop was held at the end of March, where participants considered a draft protocol to begin addressing these recommendations. This document will be discussed at HOSC's first 2018/19 meeting for agreement; it will also be reported to the various Boards of the organisations covered by the protocol (including the CCG, Oxford University Hospitals Trust and Oxford Health Foundation Trust).
- 6.8. As a first step towards working differently, HOSC agreed at its meeting of the 8 February 2018, that a task and finish group would be established to examine the provision of Muscular Skeletal (MSK) services and report back to the Committee. This Group will seek to provide assurance to the Committee that *"MSK services for people in Oxfordshire are provided in a way that achieves the highest possible quality within the available resources"*.

Temporary closure of obstetric services at the Horton

- 6.9. In response to the committee's referral of the CCG's decision to temporarily close consultant-led maternity services at the Horton General Hospital the advice from the IRP and Secretary of State was that the temporary closure was not recommended for a full review. The IRP accepted that the closure of the obstetric unit at the Horton on the grounds of patient safety was correct. However, the IRP did concur with HOSC's view that the closure of the unit for more than 10 months exceeds what can reasonably be considered a 'temporary' closure.

Permanent closure of obstetric services at the Horton

- 6.10. In response to the committee's referral of the CCG's decision to permanently close consultant-led maternity services at the Horton General Hospital the Secretary of State passed the matter to the IRP for initial assessment.
- 6.11. Before responding to HOSC the Secretary of State was awaiting the outcome of a Judicial Review of the CCG's consultation process for Phase One of the Transformation Programme (a challenge launched by Cherwell District Council, with support from South Northamptonshire Council, Stratford-on-Avon District Council, Banbury Town Council and interested party Keep the Horton General). Following the High Court hearing the decision was announced on 21 December to dismiss the judicial review.
- 6.12. The Secretary of State received the IRP report and wrote to state that *"The Panel considers each referral on its merits and concludes that further action is required locally before a final decision is made about the future of maternity services in*

Oxfordshire". He confirmed his support of the following recommendations on the 7 March 2018:

- a) A further, more detailed appraisal of the options, including those put forward through consultation, is required and needs to be reviewed with stakeholders before a final decision is made. Whatever option eventually emerges, it should demonstrate that it is the most desirable for maternity services across Oxfordshire and all those who will need them in the future.
- b) The further detailed work on obstetric options at the Horton, advised above, is required. In parallel, the dependency that exists between those options and other services can be taken into account. Both pieces of work would benefit from a further external review from a clinical senate to provide assurance and confidence to stakeholders.
- c) It is important that consultation about the future of services, on whatever scale, takes account of patient flows and is not constrained by administrative boundaries.
- d) It is self-evidently in the interests of the health service locally that all stakeholders should feel they have been involved in the development of proposals for change. If this was not true of the past, the CCG must ensure that it is so moving forward.
- e) The experience of the Phase 1 consultation provides cause for some reflection and the need to learn from the experience for the NHS, the JHOSC and other interested parties. This requires renewing a joint commitment to learn from recent experience, work together better and create a vision of the future that sustains confidence amongst local people and users of services. It is in everyone's interest that the next phase is commenced as soon as is practicable.
- f) HOSC and the CCG to work together to invite stakeholders from surrounding areas that are impacted by these proposals to participate in this debate going forward. This should include the consideration of forming a joint oversight and scrutiny committee covering a wider area (for example all of the local authorities that took part in the consultation) which would help meet the concerns expressed in the IRP's report of their review.
- g) Where the CCG consults more than one local authority about a proposal, they must appoint a joint overview and scrutiny committee for the purposes of the consultation
- h) HOSC and CCG to develop a joint proposal for tackling the issues.

6.13. HOSC and the CCG are considering their response to the recommendations and will put forward a proposal to HOSC at its next meeting in April 2018.

6.14. Although the referrals have dominated recent HOSC business, the following items have also been considered:

- Potential changes to Banbury Health Centre
- Director of Public Health's Annual Report
- Response by the Health and Wellbeing Board to the Health Inequalities Commission report
- Managing the impact of winter on Oxfordshire's health system
- Stroke rehabilitation services
- Chemotherapy services at the Churchill Hospital.

Forward Plan

6.15. In the coming months, the committee intends to scrutinise the following:

- **Winter Plan:** The committee intends to review the effectiveness of the plan presented to HOSC in November.
- **CQC inspection:** Members will scrutinise Health and Social Care's response to the outcomes of the CQC inspection.
- **Health Inequalities:** The committee intends to review the progress of implementing the Health Inequalities Commission recommendations every six months.

6.16. Following discussions regarding HOSC's forward plan, the Chairman, intends to meet with the Chairmen of the Health and Wellbeing Board and Health Improvement Board. This is to ensure all councillor health-related meetings are well aligned to give appropriate and due consideration to issues specific to Oxfordshire.

7. Cabinet Advisory Groups

7.1. Cabinet Advisory Groups (CAGs) are informal councillor working groups designed to help Cabinet consider how to deal with specific issues, and to help in the development of key policies. Topics can be proposed by any member or scrutiny committee and must be agreed by Cabinet. They are not formal meetings of the council, and nor do they have the status of an advisory committee under the Local Government Act 1972. They are chaired by the relevant Cabinet portfolio holder and report directly to Cabinet.

7.2. There are currently two CAGs in operation:

Minerals and Waste CAG

7.3. The Minerals and Waste Cabinet Advisory Group was established to provide guidance and feedback on the preparation, monitoring and review of the Oxfordshire Minerals and Waste Local Plan, taking into consideration external feedback on the provision made for minerals and waste development and extraction, the implications of this activity in Oxfordshire, and changes in the national planning policy framework. It is chaired by Cllr Yvonne Constance, Cabinet Member for Environment and meets in private.

7.4. The Oxfordshire Minerals and Waste Local Plan covers the period 2017 to 2031

7.5. The CAG meets as required. In late 2017 they reviewed the proposed draft Local Aggregate Assessment, and examined initial work on preparation of Part 2 of the local Plan, which is the Site Allocations Plan ahead of external consultation.

7.6. In March 2018, the CAG considered the Site Allocations assessment criteria - a methodology for the selection of sites to be allocated in the plan and a Sustainability Appraisal scoping report (including the requirements for Strategic Environmental Assessment) - based upon the responses to the external

consultation governing the site allocation methodology. They also looked at proposed sites for mineral extraction, in order to meet the agreed extraction quantities. They considered the Statement of Common Ground, between Oxfordshire County Council, and three neighbouring counties, regarding mineral extraction sites. This supports governments Duty to Cooperate, between councils.

- 7.7. The CAG will continue to meet in 2018/19, to support the publishing of Part 2 – Site Allocations, of the Minerals and Waste Local Plan. A report is scheduled to be presented to Cabinet in May 2018 about the Site Allocations Plan.

Transport CAG

- 7.8. The Transport Cabinet Advisory Group was established in January 2018 to initially review Highways policy and the rationale for the proposed Oxford Cambridge Expressway, including the approach of Highways England to consultation on the selection of a route. The group is chaired by Cllr Yvonne Constance, Cabinet Member for Environment and meets in private.

- 7.9. The CAG has so far met monthly and has reviewed County Council policy on Highways inspections, the process for setting local speed limits and roadside memorials.

- 7.10. The group has also reviewed three Oxford Cambridge Expressway corridors proposed by Highways England and an alternative corridor not currently included in the proposals. The Expressway is designed to drive economic growth and make the most of England's Economic Heartland. The CAG agreed one corridor it would not support and awaits evidence from Highways England to consider the others.

- 7.11. Councillors are currently forming a response to the Highways England stakeholder consultation on the preferred corridor. The CAG will continue to meet in 2018/19.

8. Conclusion

- 8.1. Oxfordshire County Council's scrutiny committees continue to place emphasis on those areas where they can have the greatest influence on outcomes for the people of Oxfordshire.

- 8.2. With a continuing focus on partnership working, the commissioning of services, and integration in some areas, it is increasingly important for scrutiny committees to effectively scrutinise the work our partners and providers and hold them to account where necessary. This is an area that scrutiny chairmen are keen focus on improving over the coming year.

- 8.3. The chairmen are committed to finding ways to improve the effectiveness of overview and scrutiny arrangements, whether that is through constructive challenge, the search for good practice or shaping policy to deliver demonstrable changes. Practical steps to improve scrutiny arrangements will continue to be explored, whilst the Council's wider governance review considering alternative governance and committee models may ultimately recommend a different

structure for scrutiny longer term.

Annex 1: Scrutiny Committee Membership

Performance Scrutiny Committee

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

Education Scrutiny Committee

Councillor Michael Waine (Chairman)
Councillor Anda Fitzgerald-O'Connor (Deputy Chairman)
Councillor Jeannette Matelot
Councillor Suzanne Bartington
Councillor Sobia Afridi
Councillor Gill Sanders
Councillor John Howson
Councillor Alan Thompson

Education Scrutiny Co-Optees

Mr Richard Brown

Education Scrutiny Non-Voting Members

Carole Thomson

Health Overview and Scrutiny Committee (HOSC)

Councillor Arash Fatemian (Chairman)
District Councillor Monica Lovatt (Deputy Chairman)
Councillor Kevin Bulmer
Councillor Mark Cherry
Councillor Dr Simon Clarke
Councillor Mike Fox-Davies
Councillor Laura Price
Councillor Alison Rooke
District Councillor Nigel Champken-Woods
District Councillor Andrew McHugh
District Councillor Neil Owen
District Councillor Susanna Pressel

HOSC Co-Optees

Dr Alan Cohen
Dr Keith Ruddle
Mrs Anne Wilkinson

Annex 2: Cabinet Advisory Group Membership

Minerals and Waste Cabinet Advisory Group

Councillor Yvonne Constance (Chairman)

Councillor Lynda Atkins

Councillor Ted Fenton

Councillor Mark Gray

Councillor Bob Johnston

Councillor Lorraine Lindsay Gale

Councillor Charles Mathew

Councillor John Sanders

Councillor Richard Webber

Transport Cabinet Advisory Group

Councillor Yvonne Constance (Chairman)

Councillor Lynda Atkins

Councillor Ted Fenton

Councillor Mike Fox-Davies

Councillor Bob Johnston

Councillor Jeannette Matelot

Councillor George Reynolds

Councillor Judy Roberts

Councillor John Sanders

Councillor Liam Walker

This page is intentionally left blank

PERFORMANCE SCRUTINY COMMITTEE

PROPOSED WORK PROGRAMME

ITEM	NOTES
5 July 2018	
Fit For the Future: The Council's Transformation Programme	Outcome of recent work on the Fit for the Future Programme exploring ways of meeting and exceeding the council's transformation savings.
Report of the Young Carers deep dive	A discussion about the findings and recommendations emerging from the Committee's deep dive in the inequalities faced by young carers and how the Council identifies and supports them.
Equality Policy action plan	How the Council plans to implement its renewed Equality Policy and progress with actions so far.
Council workforce	How the Council is meeting its Investors in People standard and building workforce resilience, including its relationship with Unison.
Diversity of Oxfordshire Fire and Rescue Service (OFRS) workforce	How OFRS is reforming its workforce to be inclusive and representative of local communities + ensuring they are safe at work.
Social Care Workforce	<p>Focus on outcomes of work with providers to improve recruitment and retention of adult and children's social care workforce.</p> <p>Explore the causes of Delayed Transfers of Care, Reablement service performance, recruitment and retention of care workers</p>
Highways customer satisfaction	Discussion about customer satisfaction with the condition of Oxfordshire's roads. Review of the constraints faced by the County Council and the measures being taken to improve road conditions.
Oxfordshire Local Transport Plan	Scrutiny of the Council's overall transport vision, goals and objectives to support population and economic growth.
6 September 2018	
Q1 Corporate Performance	An overview of the council's performance in Q1 and identification of areas that the committee may wish scrutinise in further detail.
Adult Social Care Contributions Policy	Scrutiny of how changes to the way the council charges for adult social care services are being implemented and the impact this is having on residents and their carers

Co-production	How commissioners are embedding co-production into the design of services and the impact this is having on outcomes. Including feedback from service users directly.
Commissioning services across the Council	How well council staff are trained to deal with the private companies bidding for contracts, how we ensure providers deliver what they promise and contracts are cost effective.
Police and Crime Commissioner (confirmed)	Scrutiny of progress against the Police and Crime Plan 2017 - 2021
Thames Valley Police Delivery Plan 2018-19 (confirmed)	Discussion about performance of the Thames Valley Police Service in 2017/18 and areas of focus for 2018/19 – CC Habgood
Community Safety and Risk Management	Scrutiny of the Oxfordshire Fire and Rescue Service's performance in 2017-18, the county's strategic approach to improving community safety outcomes, and a review of the proposed community risk management plan for 2019/2020.
8 November 2018	
Safeguarding Adults	Scrutiny of the Oxfordshire Safeguarding Adults Board Annual Report.
Safeguarding Children	Scrutiny of Safeguarding Children Annual reports, including an overview of safeguarding work, serious case reviews and quality assurance
Safeguarding Missing Children	An update on the number of children reported as missing from home, care and school in Oxfordshire and the work undertaken by the Missing Children's Panel and partners.
13 December 2018	
Service and Resource Planning 2019/20 – 2022/23	
10 January 2019	
14 March 2019	

TO BE SCHEDULED	
ITEM	NOTES
Drug use in Oxfordshire	Links with health, domestic violence, housing – examine relationship with districts and Thames Valley Police

Contract performance	SKANSKA, Carillion, Adult Social Care block contracts
Use of s.106 monies	Update on progress since the PSC deep dive into s.106/Community Infrastructure Levy (CIL) payments.
Plans to tackle roadside NO2 concentrations	Council's approach to dealing with the impact of national policy to tackle roadside NO2 concentrations on Oxfordshire's transport network/ road infrastructure (i.e. ending the sale of diesel/petrol cars by 2040)
Strategic drivers	How the council is meeting its identified strategic risks, including council transformation and culture change, its relationship with external partners, building communities, etc.
Income generation	Scrutiny of the council's approach and plans for increased income generation.
Impact of Carillion liquidation	Review the cost of delivering services pre- and post-liquidation of Carillion.
Operational Assessment – Community Safety	Scrutiny's comments on the proposed next steps following the report on the operational assessment.
16-18 Provision	The Council's role in supporting the delivery of 16-18 provision and the breadth of this provision in Oxfordshire.
Daytime Support Services	Review of the impact of changes to Daytime Support Services and whether there are clients who did not get places in the new service – to include an Age UK representative.
Ofsted inspection response	Scrutiny of the actions the Council is planning to take in response to the findings of the inspection into local authority services for children in need of help and protection, children in care and care leavers.
HMICFRS Inspection	To raise the Committee's awareness of the new HMI inspection process for the Fire and Rescue Service, the risks associated, the impact and the possible outcomes of an inspection.

This page is intentionally left blank