



County Council

10 July 2018

Agenda

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.

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, but please give as much notice as possible before the meeting.

To: Members of the County Council

Notice of a Meeting of the County Council

Tuesday, 10 July 2018 at 10.00 am

Council Chamber - County Hall, New Road, Oxford OX1 1ND



P.G. Clark
Chief Executive

June 2018

Committee Officer: **Deborah Miller**
Tel: 07920 084239; E-Mail: deborah.miller@oxfordshire.gov.uk

In order to comply with the Data Protection Act 1998, notice is given that Items 3, 7 and 12 will be recorded. The purpose of recording proceedings is to provide an *aide-memoire* to assist the clerk of the meeting in the drafting of minutes.

Members are asked to sign the attendance book which will be available in the corridor outside the Council Chamber. A list of members present at the meeting will be compiled from this book.

A buffet luncheon will be provided

AGENDA

1. Minutes (Pages 1 - 6)

To approve the minutes of the meeting held on 15 May 2018 (**CC1**) and to receive information arising from them.

2. Apologies for Absence

3. Declarations of Interest - see guidance note

Members are reminded that they must declare their interests orally at the meeting and specify (a) the nature of the interest and (b) which items on the agenda are the relevant items. This applies also to items where members have interests by virtue of their membership of a district council in Oxfordshire.

4. Official Communications

5. Appointments

To make any changes to the membership of the Cabinet, scrutiny and other committees on the nomination of political groups.

6. Petitions and Public Address

7. Questions with Notice from Members of the Public

8. Questions with Notice from Members of the Council

9. Appointment of a Joint Chief Executive for Oxfordshire County Council and Cherwell District Council (Pages 7 - 16)

Cabinet agreed on 4 June 2018 to work in partnership with Cherwell District Council and to adopt joint working arrangements with Cherwell on the basis of a formal 'Section 113 Agreement' under the Local Government Act 1972. This included an agreement that there should be a joint chief executive for both authorities with the intention that this person should also be appointed as the statutory Head of Paid Service for Oxfordshire County Council.

This report sets out the recommendations of the Council's Remuneration Committee on the appointment of a Joint Chief Executive and Head of Paid Service for Oxfordshire County Council and Cherwell District Council. The report also recommends that if this appointment is agreed, there is then a need to agree the ending, on the grounds of redundancy, of the role of the County Council's current Chief Executive, as this post would no longer be required.

The Council's Constitution incorporates statutory rules which the authority must follow when determining the appointment of a senior manager such as the Chief Executive or 'Head of Paid Service'.

At this meeting, Full Council is receiving the recommendation of the Remuneration Committee as to an appointment of Joint Chief Executive and Head of Paid Service. Once an initial determination to appoint has been made, the Proper Officer will consult Cabinet members. Full Council will also be asked to make an initial decision on the ending of the current Chief Executive and Head of Paid Service role on the

grounds of redundancy. Cabinet members will be consulted on this also.

At a second meeting, scheduled for later today, Full Council will consider any comments from Cabinet and will determine whether to confirm any such appointment. If so, it will also consider the matter of any redundancy.

Council is RECOMMENDED to:

- (a) agree that Yvonne Rees should be appointed to the post of Joint Chief Executive and Head of Paid Service of Oxfordshire County Council with effect from the 1 October 2018; and in consequence***
- (b) agree to the ending of the current Chief Executive and Head of Paid Service role on the grounds of redundancy; and***
- (c) in consequence of 1 and 2., to ask the Proper Officer, under Part 8.4(4) and (10) of the Constitution, to notify members of Cabinet of these intentions in order to seek their views on the proposed appointment and redundancy.***

10. Annual Report of the Transition Fund for Children's Services (Pages 17 - 40)

The Oxfordshire Together Transition Fund for open-access children's services has been running for one year. This is the first Annual Report on outcomes from grants made to community organisations from the Fund.

The report sets out the background to the County Council's move to a community-led approach to open-access children's services and how the Transition Fund grants have been awarded. It then goes on to set out the types of services being delivered, how they link to other services and the feedback from residents on the quality of provision.

Council is RECOMMENDED to note the report.

11. 2018/19 Requests for Supplementary Estimate

The Director for Finance reports as follows:

As set out in the Provisional Revenue and Capital Outturn Report to Cabinet on 19 June 2018, all over and underspends have been transferred to general balances. This includes an underspend of £123,909 on the Transition Fund for open access children's services.

Applications to the fund were considered by a cross-party panel of Councillors in seven rounds during in 2017/18. A total of £876,091 was allocated to be used over the agreed three year period. This leaves a balance of £123,909 as the fund has now closed to new applications.

It is proposed that Council approve the use of the £123,909 underspend and that it is transferred to the Budget Priorities Reserve until it is required.

Council is RECOMMENDED to approve the use of the £123,909 underspend on the Transition fund for open access children's services which will be transferred to the Budget Priorities Reserve until required.

12. Corporate Plan (Pages 41 - 66)

The Corporate Plan (**CC12**) sets out the County Council's overarching strategy for the period 2018-2021. It states our updated vision for 'thriving communities' in Oxfordshire and describes the council's main priorities and the specific actions that will be taken in the period to March 2019.

This document builds on a short, public-facing document (the 'prospectus') which was published in October 2017 and summarised the council's vision and priorities. The Corporate Plan 2018- 2021 expands on the messages in the prospectus, drawing together our vision, values and the key areas of focus for the coming year.

The intended audience for the Plan is Councillors, staff, partners, inspectors and residents with a specific interest.

Council is RECOMMENDED to receive the report.

13. Annual Report of the Scrutiny Committees (Pages 67 - 88)

Each year the Scrutiny Annual Report (attached at Annex 1) 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.

The report (**CC13**) is structured by committee and highlights where the committees' influence has been greatest. It emphasises the areas where scrutiny has had a tangible impact on decision-making and held decision-makers to account.

In the face of budget pressures across the local authority and the NHS locally, the role of scrutiny has become increasingly important for ensuring the needs of Oxfordshire residents are at the forefront of decisions about local services.

To ensure that scrutiny continues to robustly challenge and influence the decisions of the council and Health partners, officers and members identified a range of practical steps to improve the effectiveness of the council's existing scrutiny arrangements. This has focused on enabling more flexible, councillor-led scrutiny that centres on priority areas for Oxfordshire and balances this against areas of emerging concern.

Both the Audit and Governance Committee and Performance Scrutiny Committee have reviewed this report and its layout and content have been amended to reflect their comments.

The Council is RECOMMENDED to receive the report.

14. Report of the Cabinet (Pages 89 - 94)

Report of the Cabinet Meetings held on 20 March 2018, 17 April 2018, 22 May 2018, 4 June 2018 and 19 June 2018 (**CC14**).

MOTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

WOULD MEMBERS PLEASE NOTE THAT ANY AMENDMENTS TO MOTIONS WITH NOTICE MUST BE PRESENTED TO THE PROPER OFFICER IN WRITING BY 9.00 AM ON THE MONDAY BEFORE THE MEETING

15. Motion by Councillor Liz Brighthouse

“This Council believes that children with SEND should not have their transport to and from schools and associated activities cut. This Transport enhances their lives and enables their parents to work and contribute to the economy.

The Council asks the Director for Children’s Services to consider, with the affected Schools’ Heads and other interested parties, this issue in order to come up with other options to curtail these costs rather than withdrawing provision from these vulnerable children and their families. Such options to include working with schools to maximise the use of the maintenance grants and looking at alternative procurement practices including better use of the integrated transport service.

The results of this work to be considered by the Education Scrutiny Committee as part of their policy development role before being determination at Cabinet. Any shortfall in the budget to be funded from reserves until such time as all the options have been considered.

The recent changes to the home to school transport policy be deferred until these alternative options have been diligently pursued and evaluated.”

16. Motion by Councillor Suzanne Bartington

“This Council welcomes the proposals by the Government to ban plastic straw, plastic stirrers and plastic cotton bud; this along with the commitment on single use coffee cups and single use plastics shows the government’s commitment to reduce the use of plastics.

This Council asks that Cabinet comes forward with a realistic timetable to stop using plastic straw, plastic stirrers, plastic cotton bud, non-recyclable cups and single use plastics by the Autumn.

This Council asks that the Leader of the Council write to the Secretary of State for Environment congratulating him on his progressive proposals.”

17. Motion by Councillor Richard Webber

“The impact of Brexit (hard or soft) will affect all Oxfordshire residents.

Council believes that with Brexit fast approaching, it is both sensible and realistic that the potential risks and impact of Brexit on Oxfordshire good and bad, short term and long term, are fully understood as far as is possible and aired in public together with detailed discussion on how these impacts can be mitigated for.

To achieve this, Council undertakes to organize and co-ordinate a public conference/symposium in autumn 2018 in which Oxfordshire experts and leaders in business, science, engineering, education, social services and other areas are invited to participate, together with elected representatives at all levels. As the largest organisation in the County representing most of the interests most likely to be affected, OCC is uniquely placed to lead this initiative by immediately setting up an organizing committee of senior Officers and Councillors of all parties. The findings and conclusions of the symposium would be presented as a report to full Council and other authorities.”

18. Motion by Councillor Mike Fox-Davies

“The Thames Water Draft Resources Management Plan (dWRMP19), consultation was opened on the 8th February and closed on the 29th April. The plan proposes a new reservoir near Abingdon to serve the forecast needs of not only the Thames Water area, but also the wider South East.

The consultation response from OCC looks for clarification on: -

- the population forecast figures;
- how much water will be sold to other water companies
- how Thames Water will speed up their programme of leakage reduction

This Council supports the position of GARD in response to the plan which asks Thames Water to: -

- Reduce leakage by half by 2050
- Improve water-use efficiency to match the norms of other companies
- Provide a proper analysis of water available through other measures, including Teddington DRA; Severn Trent water transfer and water re-use.

Which together should together solve the water shortage issue and provide a 1 in 200 severity drought resilience.

And calls on the Leader of the Council to write to Thames Water, Defra, the Environment Agency and Ofwat, requesting that a second consultation be undertaken due to incomplete information or errors on the information used to base their recommendations.”

19. Motion by Councillor Susanna Pressel

“DEFRA is considering whether to grant a licence to expand the badger cull to areas of lower risk, including Oxfordshire.

There has been 5 years of culling in high risk areas at a cost to the UK tax payer of £50m so far. Not only has there been no significant reduction in bovine TB, there has actually been an increase.

So far culling has had the effect of causing badgers to move to other areas. Any that do have TB may be spreading it further. This is entirely predictable and impossible to prevent.

This Council resolves to ask the Leader to write to DEFRA saying that we are opposed to the licensing of a badger cull in Oxfordshire.”

20. Motion by Councillor Mark Cherry

“This Council notes the pervasive damage caused by plastic to the environment, particularly to the wildlife in our countryside, oceans and rivers. Much of this damage is created by single-use plastics.

This Council is committed to tackling this problem in Oxfordshire, and calls on the Cabinet Member for the Environment to conduct a review of the usage of single-use plastics in all County Council-owned premises, with a view to eliminating any unnecessary single-use plastics from Council sites and operations”

21. Motion by Councillor Laura Price

"The greatest strength of local government is its ability to embrace openness and transparency, working with and for the people we represent to strive for the very best services and the most effective use of public money.

To ensure that Council is committed to this fundamental principle we propose the Monitoring Officer conduct a review of:

1. Any meetings including Members relating to Council functions and informing decision-making which are held in private
2. Timings of meetings

The review will be reported back to Audit and Governance Scrutiny Committee to form an action plan ensuring the maximum amount of business is held in public and that meetings are scheduled at times which enable the widest possible access to elected Councillors."

22. Motion by John Howson

“County Council expresses its concern at the Government’s announcement of an extra £50 million to allow existing Grammar Schools to extend their premises and take on more pupils while Oxfordshire Schools remain significantly underfunded compared to the national average.

Accordingly, the County Council instructs the Leader of the Council writes to all the six Oxfordshire MPs asking them to oppose this proposal in favour of providing more funding to Oxfordshire School's, especially our small rural primary schools and to report back on their responses."

Pre-Meeting Briefing

There will be a pre-meeting briefing at County Hall on **Monday 9 July 2018 at 10.15 am** for the Chairman, Vice-Chairman, Group Leaders and Deputy Group Leaders

OXFORDSHIRE COUNTY COUNCIL

MINUTES of the meeting held on Tuesday, 15 May 2018 commencing at 10.30 am and finishing at 1.10 pm.

Present:

Councillor Zoé Patrick – in the Chair

Councillors:

Sobia Afridi	Mike Fox-Davies	Charles Mathew
Lynda Atkins	Stefan Gawrysiak	Glynis Phillips
Jamila Begum Azad	Mark Gray	Susanna Pressel
Hannah Banfield	Carmen Griffiths	Laura Price
David Bartholomew	Pete Handley	Eddie Reeves
Dr Suzanne Bartington	Jenny Hannaby	G.A. Reynolds
Maurice Billington	Neville F. Harris	Judy Roberts
Liz Brighouse OBE	Steve Harrod	Alison Rooke
Paul Buckley	Mrs Judith Heathcoat	Dan Sames
Kevin Bulmer	Hilary Hibbert-Biles	Gill Sanders
Nick Carter	John Howson	John Sanders
Mark Cherry	Ian Hudspeth	Les Sibley
Dr Simon Clarke	Tony Ilott	Emily Smith
Yvonne Constance OBE	Dr Kirsten Johnson	Roz Smith
Ian Corkin	Bob Johnston	Lawrie Stratford
Helen Evans	Liz Leffman	Alan Thompson
Arash Fatemian	Lorraine Lindsay-Gale	Emma Turnbull
Neil Fawcett	Mark Lygo	Michael Waine
Ted Fenton	D. McIlveen	Liam Walker
Nicholas Field-Johnson	Kieron Mallon	Richard Webber
Mrs Anda Fitzgerald-O'Connor	Jeannette Matelot	

The Council considered the matters, reports and recommendations contained or referred to in the agenda and the schedule of business for the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule of business, copies of which are attached to the signed Minutes.

204/18 ELECTION OF CHAIRMAN FOR THE 2018/19 COUNCIL YEAR

(Agenda Item 1)

Before inviting nominations for the office of Chairman of the Council, Councillor Zoe Patrick (the retiring Chairman) took the opportunity to reflect on her year in office as Chairman of the Council, and in particular her civic duties promoting Oxfordshire County Council and meeting a broad spectrum of staff. She thanked her husband who had been her consort, for his support

and friendship throughout the year and also her Personal Assistant and the Monitoring Officer for their support. She then presented her personal assistant (Sara Lenihan) and her husband with small gifts as a token of her appreciation for their help and support during the Year.

Councillors Webber, Hudspeth, Brighouse and Harris paid tribute to the outgoing Chairman thanking her for her work and effort over the year.

The Monitoring Officer, Nick Graham then invited nominations for the office of Chairman of the Council for the 2018/19 Council Year.

Councillor Brighouse moved and Councillor Hudspeth seconded that Councillor Gill Sanders be elected as Chairman of the Council for the 2018/19 Council Year.

There being no other nominations and no dissent, Councillor Gill Sanders was duly declared elected. Upon election, Councillor Gill Sanders read out and signed the Statutory Declaration of Acceptance of Office.

RESOLVED: that Councillor Gill Sanders be elected as Chairman of the Council for the 2018/19 Council Year.

205/18 ELECTION OF VICE-CHAIRMAN FOR THE 2018/19 COUNCIL YEAR

(Agenda Item 2)

The Chairman called for nominations for the office of Vice-Chairman. Councillor Hudspeth proposed and Councillor Webber seconded that Councillor Les Sibley be elected Vice-Chairman for the 2018/19 Council Year. There being no further nominations and no dissent, Councillor Les Sibley was declared elected. Councillor Sibley read and signed the statutory Declaration of Acceptance of Office.

RESOLVED: (unanimously) that Councillor Les Sibley be elected as Vice-Chairman for the 2018/19.

206/18 MINUTES

(Agenda Item 3)

The Minutes of the Meeting held on 27 March 2018 were approved and signed subject to the amendment set out in the Schedule of Business and removing the text 'will' from the 2nd paragraph of Minute 197/18 and to the additional paragraph being added:

“Councillor Bartholomew indicated that he would like the Monitoring Officer to provide advice and clarity around members asking questions under the Cabinet Report.”

207/18 APOLOGIES FOR ABSENCE

(Agenda Item 4)

Apologies for absence were received from Councillors Atkins, Evans and Gawrysiak.

208/18 OFFICIAL COMMUNICATIONS

(Agenda Item 7)

Council paid tribute and held a minute's silence in Memory of former County Councillor Kenneth Frere member for Abingdon North on May 1985 to May 1992.

209/18 RESPONSE TO THE SECRETARY OF STATE AND INDEPENDENT RECONFIGURATION PANEL RECOMMENDATIONS

(Agenda Item 8)

The Council had before it a report which outlined a suggested response for Oxfordshire County Council to respond to the Secretary of State and Independent Reconfiguration Panel (IRP) recommendations in relation to the closure of consultant-led maternity services at the Horton General Hospital.

Councillor Fatemian moved and Councillor Cherry seconded that the recommendation set out in the report and on the face of the Agenda be agreed. Following debate, the motion was put to the vote and it was:

RESOLVED: (by 44 votes to 0, with 14 abstentions) to:

- (a) agree to establish a Health Scrutiny Committee with Northamptonshire and Warwickshire County Councils with the express purpose of responding to the consultation for substantial reconfiguration of consultant-led obstetric services at the Horton General Hospital;
- (b) delegate to the joint committee, this Council's power to refer any such consultation to the secretary of state;
- (c) delegate to the Monitoring Officer and the Director of Public Health in consultation with the Chairman of Oxfordshire Joint HOSC, the power to finalise and agree the Terms of Reference for the new Joint HOSC based on the draft at Annex A.

210/18 OXFORDSHIRE HEALTH AND WELLBEING BOARD FUNCTION AND GOVERNANCE REVIEW: PROPOSAL FOR CONSIDERATION AND DECISION BY THE BOARD

(Agenda Item 9)

The Council had before it a report (CC9) which set out proposals for strengthening the Health and Wellbeing Board (HAWB), having taken account of the views of Board members, a wide range of partners and the views expressed recently by the Care Quality Commission, together with the terms of reference set out in the Schedule of Business for the meeting.

On 15 May 2018, the Health and Wellbeing Board considered and endorsed the proposed changes and authorised the Director of Public Health and the Director of Law & Governance, in consultation with the Chairman and Vice-Chairman of the Health & Wellbeing Board to amend the Terms of Reference as necessary for approval by Full Council.

Councillor Hudspeth moved and Councillor Stratford seconded that the recommendations set out in the report and on the face of the Agenda be approved.

Following debate, the motion was put to the vote and was:

RESOLVED: (by 33 votes to 12, with 14 abstentions) to approve the Terms of Reference for the Health & Wellbeing Board.

211/18 COMMITTEES AND REVIEW OF POLITICAL BALANCE

(Agenda Item 10)

The Council was required by the Local Government & Housing Act 1989 to review the political balance on its committees on an annual basis. The Council had before it a report which set out how the rules operate and sought approval to adjustments which were necessary to achieve the balance across and within committees to comply with the rules, together with Annex 2 confirming the political balance on the committees and Annex 3 (set out in the schedule of business for the meeting), showing the membership of all committees.

Councillor Gill Sanders moved and Councillor Sibley seconded that the recommendations in the report and on the face of the Agenda be adopted.

Councillor Brighthouse informed the Council of the following 4 additional changes at the Meeting:

Planning and Regulation Committee - Councillor John Sanders in place of Councillor Mark Lygo.

Consultative Committee for Uniformed Members of the Fire Service – Councillor Lygo in place of Councillor Cherry;

Teachers' Joint Committee – Councillor Pressel in place of Councillor Turnbull;

Employees Joint consultative Committee – Councillor Price in place of Councillor Banfield.

Following debate, the motion was put to the vote and was:

RESOLVED: (nem con)

- (a) to confirm the political balance on committees shown in Annex 2 to the report;
- (b) to appoint to committees the councillors and co-opted members shown in Annex 3, subject to any changes reported in any amended schedule and at the meeting; and
- (c) to note the executive appointments in Annex 3 in relation to Oxfordshire Growth Board scrutiny arrangements and advisory sub groups.

212/18 CABINET MEMBERSHIP AND DELEGATION OF CABINET FUNCTIONS

(Agenda Item 11)

Under the Council's Constitution, the Leader of the Council was required to inform the Annual Meeting of the Council of the delegations that he had made, as Leader of the Council, in relation to the functions of the Cabinet. Council had before them a report (Annex 1 to the Schedule of Business) which confirmed that there was no change to the delegations from the previous year..

RESOLVED: (on a motion from Councillor Hudspeth, seconded by Councillor Heathcoat and carried nem con) to note the delegations made by the Leader of the Council with regards to the functions of the Cabinet.

213/18 COMMITTEE MEETING DATES

(Agenda Item 12)

Council had before them a report (CC12) which sought agreement to the schedule of meeting dates proposed for the 2019/20 Council Year. The schedule had been drawn up to reflect the various rules regarding frequency of meetings set out in the Council's Constitution. Members' attention was drawn to the following proposed change to previous patterns: on the suggestion of the Director of Finance the February budget meeting was proposed for the second rather than the third Tuesday in February. This also avoids the budget meeting being held during the half term school holiday.

Councillor Gill Sanders proposed and Councillor Sibley seconded that the recommendations set out in the report and on the face of the Agenda be adopted. In moving the motion, Councillor Sanders drew members' attention to the correction set out in the schedule of business.

The motion was the put to the vote and was carried nem con.

RESOLVED: (nem con) to agree the schedule of meeting dates for 2019/20 and in particular to agree to waive Rule 2.1 of the Council Procedure Rules to allow the February 2020 budget meeting of full Council to be held on 11 February 2020.

214/18 AUDIT AND GOVERNANCE COMMITTEE ANNUAL REPORT TO COUNCIL 2017

(Agenda Item 13)

The Council had before them the Audit & Governance Annual Report (CC13) which set out the role of the Audit & Governance Committee and summarised the work that had been undertaken both as a Committee and through the support of the Audit Working Group in 2017/18.

Councillor Carter moved and Councillor Ilott seconded that Council receive the Annual report of the Audit & Governance Committee. In moving the motion, Councillor Carter paid tribute to the Independent Chairman of the Audit Working Group, Dr Geoff Jones for all his work.

Following debate, the motion was put to the vote and was carried nem con.

RESOLVED: (nem con) to receive the report.

215/18 OFFICER SCHEME OF DELEGATION

(Agenda Item 14)

At its Annual Meeting, Council was required to agree the officer scheme of delegation within the Council's Constitution.

Since the approval of the officer scheme of delegation at last year's Annual Meeting (May 2017) no further changes have been necessary and no senior management reviews have occurred in the meantime.

The Council's Fit for the Future transformation programme, working towards a new operating model, may have implications for delegated activity later in the year but not at this time: questions of delegation would be considered as part of the governance implications of any such decisions.

RESOLVED: (on a motion by Councillor Gill Sanders, seconded by Councillor Sibley and carried nem con) to approve the Officer Scheme of Delegation (Part 7.2 of the Constitution) as in the Annex 2 to this report.

..... in the Chair

Date of signing

Division(s): N/A

COUNTY COUNCIL – 10 JULY 2018

APPOINTMENT OF A JOINT CHIEF EXECUTIVE FOR OXFORDSHIRE COUNTY COUNCIL AND CHERWELL DISTRICT COUNCIL

Report by Director of Law & Governance, Director of Finance and Director of
Human Resources

Introduction

1. Cabinet agreed on 4 June 2018 to work in partnership with Cherwell District Council and to adopt joint working arrangements with Cherwell on the basis of a formal 'Section 113 Agreement' under the Local Government Act 1972. This included an agreement that there should be a joint chief executive for both authorities with the intention that this person should also be appointed as the statutory Head of Paid Service for Oxfordshire County Council.
2. This report sets out the recommendations of the Council's Remuneration Committee on the appointment of a Joint Chief Executive and Head of Paid Service for Oxfordshire County Council and Cherwell District Council. This is in accordance with, and pursuant to, the Section 113 agreement which is being finalised, as agreed by Cabinet, by the Monitoring Officers of both councils. The report also recommends that if this appointment is agreed, there is then a need to agree the ending, on the grounds of redundancy, of the role of the County Council's current Chief Executive, as this post would no longer be required.
3. The Council's Constitution incorporates statutory rules which the authority must follow when determining the appointment of a senior manager such as the Chief Executive or 'Head of Paid Service'. Once Full Council has determined who it is minded to appoint, members of the Cabinet must be given an opportunity to comment. Full Council then finalises its decision, taking any such comments into account. This is why two meetings of Full Council, on the same day, are envisaged in this instance.
4. At **this meeting** Full Council is receiving the recommendation of the Remuneration Committee as to an appointment of Joint Chief Executive and Head of Paid Service. Once an initial determination to appoint has been made, the Proper Officer will consult Cabinet members. Full Council will also be asked to make an initial decision on the ending of the current Chief Executive and Head of Paid Service role on the grounds of redundancy. Cabinet members will be consulted on this also.
5. At the **second meeting**, scheduled for later today, Full Council will consider any comments from Cabinet and will determine whether to confirm any such appointment. If so, it will also consider the matter of any redundancy.

6. Any final decisions taken by Full Council through this two-stage approach, will be subject to decisions to be taken by Cherwell District Council on 16 July, in particular the recommendations to Cherwell District Council formally to:
 - (a) give South Northamptonshire District Council notice to end the Section 113 agreement that underpins the joint working between the two authorities;
 - (b) agree to develop joint working arrangements with Oxfordshire County Council and to enter into a Section 113 Agreement as the basis by which the joint working partnership will be delivered;
 - (c) agree to the establishment of a Cherwell and Oxfordshire County Council Chief Executive and Head of Paid Service

Appointment Process

7. The job description for the role of Joint Chief Executive and Head of Paid Service can be found at Annex 1.
8. In order to assess the level of suitability for the role of Joint Chief Executive and Head of Paid Service, Yvonne Rees, the current Chief Executive of Cherwell District Council and South Northamptonshire District Council, was asked to undertake the assessment process used for all senior appointments.
9. The assessment process was carried out by Penna against Oxfordshire County Council's leadership qualities (found at Annex 1). The process involved completion of the Wave and Hogan online psychometric assessments, a subsequent interview, and a Local Government Association technical assessment to assess her professional competence.
10. Yvonne Rees met informally with members of the Cabinet. A preliminary discussion was also held between Yvonne Rees and the Remuneration Committee on Monday 18 June 2018.
11. Remuneration Committee conducted a final interview on Friday 22 June 2018. The panel consisted of:
 - Cllr Ian Hudspeth
 - Cllr Judith Heathcoat
 - Cllr Liz Brighthouse
 - Cllr Charles MathewToni Hall from Penna and Georgina Crean from Human Resources were also in attendance.
12. The panel were given assurances from Cherwell District Council that all appropriate pre-employment checks were carried out as part of Yvonne Rees' recruitment to Cherwell District Council.

Proposal

13. Following a successful assessment process the Remuneration Committee unanimously agreed to recommend to Full Council that Yvonne Rees should be appointed to the role of Joint Chief Executive and Head of Paid Service for Oxfordshire County Council and Cherwell District Council; that the salary for said Joint Chief Executive role should be £190,000 per annum. This is based on the Director for Human Resources' assessment, through benchmarking, of comparable roles reflecting the additional duties and complexities of the role. It is intended that the start date should be 1 October 2018.
14. The County Council's contribution towards the annual salary would be £115,900, which will be subject to review in six months.
15. It is also proposed that the Section 113 Agreement will reflect that the appointment will be reviewed in six months. The initial cost sharing arrangement will also be reviewed with a view to agreeing costs for respective budgets in 2019/20 in light of the first six months of operation.
16. If the appointment is approved, Audit & Governance Committee, as delegated by Council, must make an appointment in September to the statutory role of County Returning Officer so that there is no discontinuity. While the decision is for Audit & Governance Committee, established practice would normally be to appoint the chief executive to the role, particularly if the post holder already has experience in such a role, as is the case with Yvonne Rees.

Employment of the current Chief Executive

17. As a consequence of this recommendation, the employment of the current Chief Executive of Oxfordshire County Council, Peter Clark, would be ended on the grounds of redundancy when the new post of "Joint Chief Executive and Head of Paid Service" comes into effect.
18. The Council is at an important stage of the design and implementation plan of its Fit for the Future programme. It will require a commitment for the next 2 to 3 years to ensure the success of this and of the joint working arrangements, a commitment that Peter Clark is unable to give: as such, he considered it would be a better course if he did not put himself forward for the role.
19. In this case, the redundancy occurs, legally, because the County Council's role of "Chief Executive and Head of Paid Service" is being deleted and that role will be replaced by a shared post. The new role will be different to that of the current role in that it entails a management of two authorities rather than one. However, consideration has to be given to redeployment and alternative roles within the Council. That process has been undertaken in consultation with the current post holder and no suitable alternative roles have been identified which can be undertaken by the County Council's Chief Executive.
20. In the circumstances, it is therefore appropriate for the current post to be ended on the grounds of redundancy with the resultant payment of

redundancy and notice that follows from that decision. A fuller note on the redundancy is at Annex 2.

21. It is envisaged that the Notice of Termination would be served on 30 September 2018. It is considered necessary to maintain the current arrangements until that point in order to ensure continuity of service delivery, until the new Joint Chief Executive starts on 1 October. The costs associated with a termination on this basis are at Annex 2.

Legal and Financial Implications

22. Under the Local Government and Housing Act 1989 principal local authorities, such as Oxfordshire County Council, are required to appoint one of their 'officers' as Head of Paid Service to fulfil the legal duties under that Act. This is why Full Council is specifically being asked to appoint Yvonne Rees as this Council's 'Head of Paid Service'.
23. There are expected to be efficiencies from the joint working arrangement as they are approved. At this stage, the savings for the County Council in the appointment of a Joint Chief Executive will be the contribution that Cherwell District Council will now be making towards the salary of the post, as indicated in paragraphs 13-14. The redundancy costs for the current post of Chief Executive and Head of Paid Service are in Annex 2.

RECOMMENDATIONS

24. **Council is RECOMMENDED to:**
 - (a) **agree that Yvonne Rees should be appointed to the post of Joint Chief Executive and Head of Paid Service of Oxfordshire County Council with effect from the 1 October 2018; and in consequence**
 - (b) **agree to the ending of the current Chief Executive and Head of Paid Service role on the grounds of redundancy; and**
 - (c) **in consequence of 1 and 2., to ask the Proper Officer, under Part 8.4(4) and (10) of the Constitution, to notify members of Cabinet of these intentions in order to seek their views on the proposed appointment and redundancy.**

LORNA BAXTER
Director of Finance

NICK GRAHAM
Director of Law & Governance

STEVE MUNN
Director of Human
Resources

Background papers: Nil.

Contact Officer: Nick Graham

June 2018

Job Description and Leadership Qualities

Job Description

Job Title: Joint Chief Executive – Oxfordshire County Council and Cherwell District Council

Location: **Oxford/Banbury** - to work across the county/district locations as appropriate

Contract: Permanent

Reports To: Oxfordshire County Council & Cherwell District Council

Members

Responsible For: All employees in Oxfordshire County Council and Cherwell District Council

Strategic Purpose

Accountable for the strategic leadership, direction and oversight of services delivered for and on behalf of the two Councils to deliver the best possible outcomes for residents, customers and local communities as directed by the administration of each Council.

Key Relationships

The two Leaders, Cabinet Members and other Elected Members, Senior Officers from both Councils, other local authorities, businesses, community, voluntary and other organisations, in particular Police, Health and Local Economic Partnerships. National relationships to include central government and key national bodies such as the Local Government Association.

Job Purpose

Work in partnership with the two Leaders and other Elected Members in the design and delivery of a strategic vision and plan for the two Councils that secures the best possible long term outcomes for the localities and residents they serve.

Exercise the statutory duties and responsibilities of Head of Paid Service for both Councils as defined within the Local Government and Housing Act 1989.

Provide leadership to secure a collaborative approach by colleagues across both Councils on all strategic matters in relation to a shared direction; organisational performance; encouraging a learning organisational culture focused upon improvement and high performance.

Ensure that the strategic aims, objectives and priorities of each Council are met and that residents and businesses across both localities receive excellent services in accordance with the policy, budgetary, statutory, quality and value for money requirements of each Council.

Lead the development of proposals exploring and promoting appropriate joint working opportunities between the two Councils and other public bodies. Informed and guided by the established joint working governance arrangements, with the aim of delivering improvements to service, quality and public value.

Oversee the strategy to build and maintain successful internal and external partnerships and relationships, and to oversee each Council's communications strategy to promote a positive image of each Council to partners, citizens, and national and regional bodies.

Main Duties and Responsibilities

Be the principal advisor to each Council on matters of general policy, development, implementation and maintenance of corporate and strategic policies and to ensure effective and pro-active forward planning.

Work with leading Elected Members and Senior Officers at both Councils to ensure that the strategic aims and values of each Council are clearly understood by their Elected Members, employees and partners and are reflected in all that each Council does.

Oversee the maintenance and continuous improvement of a coherent framework of performance management which ensures that the objectives, desired outcomes and improvement aspirations of both Councils are met and employees in both organisations understand clearly what is expected of them.

Ensure that constructive relationships are developed and maintained between each Council and with central government, together with the other local authorities, businesses, community, voluntary and other organisations, (including in particular Health, Police and Local Economic Partnerships), which are important to meeting the objectives of both Councils.

Provide clear direction for the management of human, financial and other resources; to ensure that under the shared management team both Councils maintain and improve their reputations for being fair, responsible employers and providing value for money services.

Lead the development and delivery of major programmes of transformation and organisational change, including operating models that put customers at the heart of services, ensuring effective joint working and developing integrated approaches to local public services.

Ensure that the Elected Members and employees of both Councils are provided with appropriate support and opportunities for personal development to ensure that both Councils are in the best possible position to deliver the broadest possible benefits of joint working.

Work with partners to deliver wider collaboration within the public sector, to encourage and lead joint activity for mutual benefit, building directly on the joint working

Lead and chair the Corporate Management Teams in each Council in a way that provides the strategic direction and leadership necessary to achieve the business, financial and service objectives of both Councils.

Serve and represent both Councils equally and without bias.

Exercise the statutory duties and responsibilities of the Electoral Registration Officer and Returning Officer on behalf of both Councils

Leadership Quality	Summary of Quality
Support and Challenge	<ul style="list-style-type: none"> • Projecting credibility and delivering important messages with impact, whilst also supporting and encouraging others. • Having the courage of conviction to challenge others, as well as being approachable to others for advice and support. • Asserting views in an appropriate but definite manner, ensuring colleagues understand exactly what is needed. • Understanding the skills and capabilities of their team, providing feedback and encouraging development.

<p>Joined-up thinking</p>	<ul style="list-style-type: none"> • Working with other stakeholders to ensure there is synergy between activities in different areas of the council. • Spending time with other teams and departments, understanding differing priorities and creating the best outcomes for both the council and residents. • Being capable of analysing and interpreting relevant business, market data and insights to make and implement decisions that are well thought through. • Being constantly future focused, working alongside other teams and departments, leading on activities and solutions that are joined up and address short, medium and long-term priorities.
<p>Ambition and confidence</p>	<ul style="list-style-type: none"> • Having the drive and ambition to go above and beyond to deliver the best possible outcomes for residents. • Having the confidence and tenacity to stay focused on key deliverables, creating a culture in which individuals feel energised, engaged and empowered. • Continually striving for a better future, measuring success and taking action to achieve and maintain excellence. • Remaining positive through challenging situations, instilling trust in others by being genuine and focused on the needs of residents.
<p>Continuous improvement</p>	<ul style="list-style-type: none"> • Playing a lead role in change initiatives, ensuring that colleagues and stakeholders feel included, engaged and supported during times of difficult and/or ambiguity. • Working with and through others to ensure change initiatives land smoothly. • Creating and sustaining momentum and enthusiasm for ongoing improvement and change initiatives. • Encouraging team(s) to do the same, creating a learning and improvement culture.
<p>Working in partnership</p>	<ul style="list-style-type: none"> • Collaborating and co-designing with colleagues to achieve effective outcomes together. • Taking the time to build relationships that are sustainable and based on trust. • Using initiatives to build valuable and effective networks and relationships internally and externally, consulting widely and co-designing. • Seeking opportunities for partnerships and navigating through blockages to ensure positive outcomes for residents.

<p>Innovation</p>	<ul style="list-style-type: none"> • Proactively identifying ways to improve upon existing processes and ways of working to benefit customers. • Thinking outside the box and having the confidence to try something new, being risk aware, not risk-averse. • Creating opportunities for team(s) to develop and share new ideas and ways of working. • Being inquisitive and regularly introducing ideas, leading and delivering on well thought out solutions that improve outcomes for residents. • Generating innovation through others.
<p>Delivers value</p>	<ul style="list-style-type: none"> • Seeking to ensure value for money as well as identifying commercial opportunities. • Playing a lead role in the improvement of delivering quality services across the council for the right price, ultimately benefitting and driving value for residents. • Proactively and routinely exploring the viability of new opportunities, approaches and efficiencies across the business area. • Using an understanding of the market and service users to deliver efficiencies and/or cost savings, driving value for residents.
<p>Political acumen</p>	<ul style="list-style-type: none"> • Having an awareness of organisational, local and national politics and being able to work with and through various partners to achieve the best outcomes. • Keeping up to date with the political landscape, understanding the needs and expectations of others stakeholder groups and having the confidence to take a stand to ultimately deliver the best outcomes for residents. • Having a thorough understanding of the interpersonal and political dynamics both internally and externally, able to make things happen within this context. • Standing ground when necessary but also being sensitive to the needs of other partners and stakeholders. • Being able to navigate through a broad range of partner organisations.

Annex 2 – Redundancy costs for current Chief Executive of Oxfordshire County Council

The statutory entitled costs associated making this post redundant are:

- Redundancy payment - £151,000
- Pension costs - £19,000
- Pay in lieu of six months' notice - £89,250

It is proposed the costs associated with this redundancy are funded by Oxfordshire County Council only.

The statutory definition of redundancy is set out in section 139 of the Employment Rights Act 1996. That provides, in summary, the termination for redundancy arises where the requirements of the employer for employees to carry out work of a particular kind ceases or reduces. In this case, the County Council's role of Chief Executive and Head of Paid Service is being deleted and that role will be replaced by a shared post. The new role will be different to that of the current role in that it entails a management of two authorities rather than one.

So, although the same work will continue fewer employees of the Council will be required to undertake it. In the circumstances, and following legal advice, the definition of redundancy as set out in section 139 of the Employment Rights Act 1996 is considered to be met. However, consideration has to be given to redeployment and alternative roles within the Council. That process has been undertaken in consultation with the current post holder and no suitable alternative roles have been identified which can be undertaken by the County Council's Chief Executive.

In the circumstances, it is appropriate for the termination of the current post holder's role to be made on the grounds of redundancy with the resultant payment of redundancy and notice that follows from that decision.

Oxfordshire Together Children's Services

Giving communities control over local services

Annual Report on Transition Fund for Open-Access Children's Services 2017-2018



Summary

The Oxfordshire Together Transition Fund for open-access children's services has been running for one year. The community-led delivery of open-access children's services as a model has been successful and is responsive to local needs. Services are valued by communities and are run with and for residents.

There are more centres delivering services than before the council moved to the new community-led model of provision, and they form part of a network of support with other existing services. Dozens of committed volunteers are enabling organisations across Oxfordshire to deliver provision; an embodiment of our thriving communities vision.

Thousands of families have already benefited, many being vulnerable or disadvantaged, and feedback is very positive. However, as would be expected with a community-led approach, some areas of the county have not seen organisations come forward to offer provision, or have had it delayed due to external challenges, such as identifying appropriate premises to operate from.

Background

From October 2015 to January 2016, the council carried out a public consultation on future arrangements for Children, Education and Family Service.

This new model included the retention of eight key council-run Children & Family Centres and two satellite Centres (for further details visit: <https://www.oxfordshire.gov.uk/cms/public-site/childrens-centres>).

In response to consultation feedback received, three new Community Coordinator posts were created to provide ongoing support to community groups running open access children's services. The posts are North, Central and South-based and work to support groups to deliver high quality, safe provision and provide links between community provision and the statutory service in addition to supporting the organisations and monitoring their activity. Many of the Annual Returns from organisations thanked the Community Coordinators by name, and clearly their support has been needed and valued.

Some of the county council's existing Children's Centre premises were made available, where possible, to organisations wishing to continue with the non-statutory services that were previously operating from them.

In February 2016, the council agreed to set aside £1m for creating a 'one off' fund to provide pump priming to support the transition to a community-led model of children's services delivery across the county.

The Transition Fund for Open Access Children's Services was launched in March 2017 running until 31 March 2020 in line with the Medium Term Financial Plan (MTFP). Organisations were invited to submit their applications and business plans, which included accounting for future sustainability of their proposed service delivery and identification of suitable premises from which to deliver their proposed services. These applications were considered by a cross-party panel of Councillors in seven

rounds over the 2017/18 financial year, which then made recommendations to Cabinet for decision. The fund is now closed to new bids.

This approach followed a similar model established under the Oxfordshire Together framework which has been successful in delivering a range of Highways services locally. The move to a community-led approach meant a commitment to working with local organisations to identify innovative solutions where people saw there was a gap in local children's service provision. Guidance Notes for applicants applying to the fund is at Annex 1.

Among the criteria of the grant awards from the Transition Fund were those stipulating that the children's services delivered through it are open-access, must benefit Oxfordshire communities and be inclusive.

The nature of community-led provision is such that provider organisations are embedded in the communities they serve, and so are best-placed to meet needs they have identified but which there is no existing provision for. This model creates a link between local voices and a more immediate response to them. The model means providers are likely to 'see' gaps in local provision for discrete groups of residents and strive to fill them with appropriate inclusive services. Community providers can do this relatively quickly.

Ambrosden 4 Children has successfully established services integrating the military families on the army base in Ambrosden near Bicester, with the local civilian community:

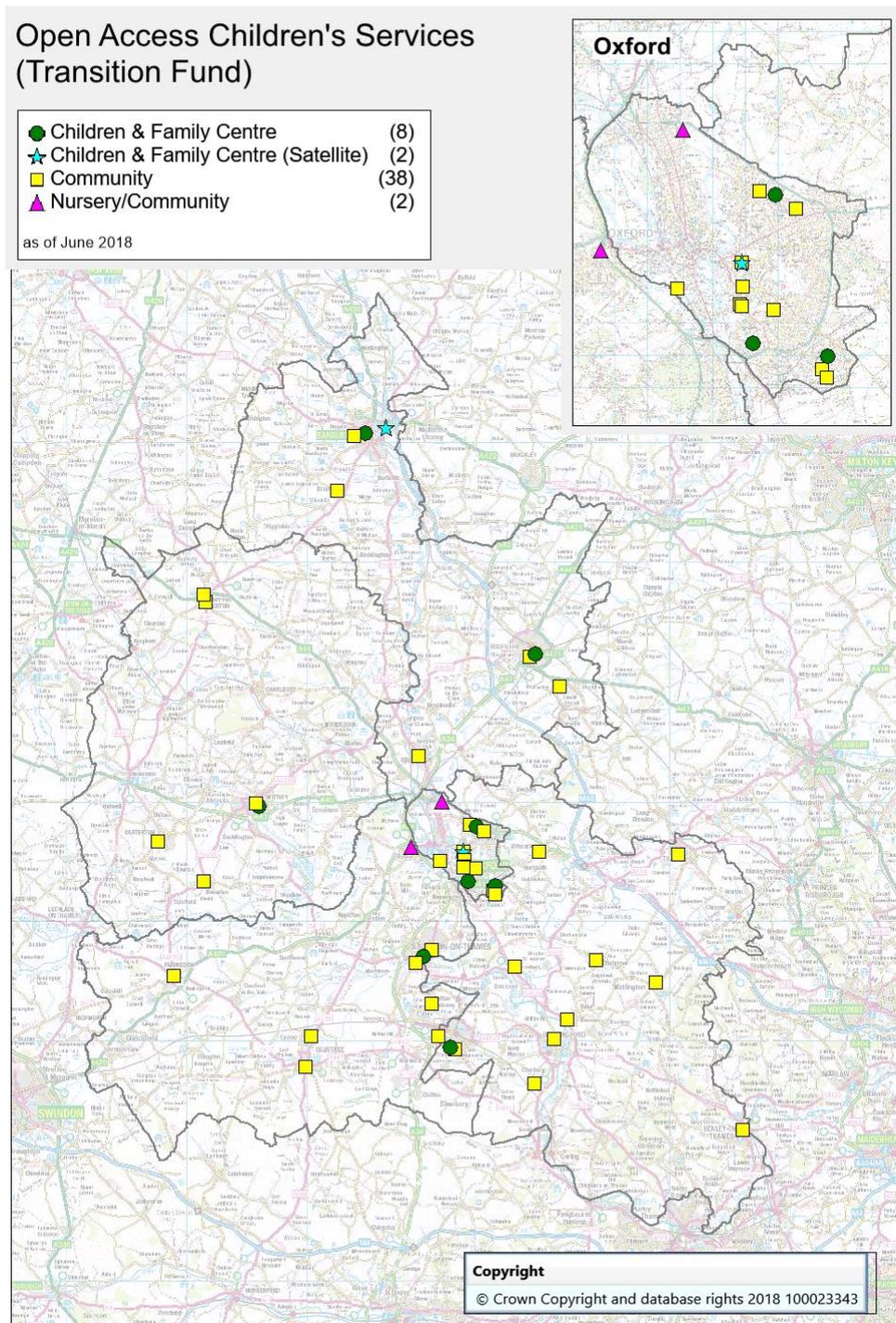
"Sessions are attended by both military and civilian families. We liaise with the family engagement team in the local military base. We also advertise locally, including the village shop. We have a good mix of military and civilian families and we successfully attract new families on a regular basis."

Grants Awarded and Children's Centres Opened

Attached at Annex 2 is a list of grants awarded from the Transition Fund for open-access Children's Services. This list is also available on the Oxfordshire County Council website. The total value of grants awarded at the time of writing is £876,091, however there are some variations to some awards still in process, and this figure may alter.

To date, a total of 37 grants has been awarded. These range in value from £939 to £45K and are geographically spread across Oxfordshire. Of these, 17 grants were for services to be delivered from existing Children's Centres that the council had been running direct.

A current map of locations of children’s centres is below:



The total number of centres currently operating in Oxfordshire via the Transition Fund for Open-Access Children’s Services, when added to the eight centres and two satellite centres the council runs direct, is 50. There are now therefore more physical centres providing open-access children’s services than before the council adopted its community-led approach to delivery.

What is being delivered under the community-led model

There is great diversity in the types of children's services being delivered by community-led organisations across Oxfordshire. These include, but are not limited to:

- Sessions exclusively for male carers and their children
- Baby & Toddler Groups
- Rhyme-Time Sessions
- Infant first aid
- Healthy Eating and Nutrition for the Really Young (HENRY)
- Messy and sensory play
- Music classes
- Forest Schools sessions
- Play and Learn sessions
- Support for families with SEND children, helping with challenging behaviour and parenting
- Stay & Play sessions
- Bumps to Birth sessions for expectant mothers
- New mums' groups
- Baby massage
- Young parents' groups
- Foster parents' groups

As the nature of community-led service delivery is that it exists to meet identified needs in local communities, the provision currently on offer is targeted at meeting local needs for Oxfordshire's residents and varies across the county. Attendance of all sessions is measured by the organisations, and demonstrates the need for the services they run.

“We see 60+ families every week across all our sessions. We have contact with 200 families at our Bumps & Beyond sessions.”



GRoW, Parish Church St John the Baptist, Grove

“A total of more than 49 families with 62 children (age range from 3 months to 8 years; median 2.5), have joined in this first year.”



HBC SuperDads (sessions for male carers), Headington, Oxford

Links and Networks

In addition to delivering open-access children's services, we are seeing many more links and networks being actively created across the county, with greater sharing of information, experience and knowledge.

Most community-led children's services have developed a network, linking in to existing and complementary services, and becoming part of the fabric of support for local residents. The examples below are just two of many across the county.

"We host and support the following services...Neonatal Support, Isis Midwives, Saplings NHS Support Group for Parents with Additional Needs, and Children Seen & Heard (a charity working with children who have a parent in prison)".

**Donnington Doorstep,
east Oxford**



"We work closely with the local Health Visitor team who run a Well Baby Clinic...our local nursery uses one of our rooms daily for lunch and we've built good relationships with them, sharing resources and activities."

The Maple Tree, Wheatley

The ACE Centre in Chipping Norton has drawn on its previous years of experience in supporting a bid by the Charlbury Community Centre and advising it in establishing services in its new accommodation. The ACE Centre has experience of safeguarding, enabling it to offer support, advice and signpost to the correct agencies. This type of local centre of excellence, replicated geographically across the county, would be an excellent use of existing assets and experience if strategically supported by the council.

The county council's Community Co-ordinators have provided training and promoted links between community groups and the Locality and Community Support Service, so groups know who to go to for advice and support around any safeguarding

concerns. They also ensure that workers across children's services are aware of the sessions and services that community groups are providing.

The Coordinators further support groups by fostering relationships between them and encouraging them to learn from each other.

Many of the services rely on committed local people as volunteers to deliver the provision. It is testament to the residents of Oxfordshire that so many people are doing this valuable work, giving their time, skills, knowledge and experience to help fellow residents around them. Oxfordshire has a proud history of volunteering, with over 4,500 voluntary and community organisations in the county, of which 2,301 are registered. That's one for every 289 people in the county; above the national average. However, feedback from some children's groups is that the majority of volunteers are over 50 and there are some worries around the numbers of younger volunteers, going forward.

Service User Feedback and Quality of Services

The annual returns from organisations, alongside the qualitative monitoring completed by the Community Coordinators during the year, has provided evidence from across the county of the value community-led children's services are adding for residents; often those that are vulnerable, isolated or disadvantaged. Our monitoring approach is at Annex 3.

Most services are going beyond pure delivery to enabling community cohesion. Just a few of the many examples are below, reported by providers in Annual Returns in April 2018.

"My kids love coming here – they think it's even better than the Children's Centres we used to go to."



HBC SuperDads, Oxford

“We have seen networks form and peer-to-peer support within groups...phones put away and wonderful instances of adult-child interactions.”

ACE Centre, Chipping Norton

“This is the first time my son has ever eaten with other children, he loves it”. “I don’t feel intimidated or judged here.”



Sunnymead Minnows, Cutteslowe

“As a first-time mum to a now 9-month-old, Botley Bridges has been a lifeline. Having a local baby group to go to, to meet other local mums, has gotten me out of the house and cheered me up on some very difficult days.”

Botley Bridges, west Oxford

“The group is fantastic for my little boy and exceeded my expectations – the sessions have the right balance between structured activities and free play. As a primary school teacher, I would say that they are of a similar standard to those you would see in a pre-school setting.”



Wigod Way, Wallingford

The county council's Community Coordinators have supported groups to run high quality services, and have provided template policies, procedures, planning resources and feedback on Stay & Play sessions they have observed. They are working closely with the Oxford Diocese to run joint workshops to increase knowledge, confidence and quality of sessions run by church groups.

Coordinators have also developed a self-evaluation with the Diocese and VIVA (Volunteer Independent Visiting and Advocacy Service) to help any organisation reflect on its provision for under 5s, and provide advice and support in response to this.

Future of Transition Fund for Open-Access Children's Services

The Transition Fund for Open-Access Children's Services is now closed for new applications, however existing projects will receive year 2 and year 3 grant payments as agreed.

At the end of this period, organisations should be in a position to sustain themselves through other sources of funding, or be structuring their provision according to income.

Background papers:

Annex 1: Published Guidance Notes for applicants

Annex 2: List of grants awarded

Annex 3: Monitoring approach

REVISED GUIDANCE NOTES

TRANSITION FUND COMMUNITY INITIATIVES FOR OPEN ACCESS CHILDREN'S SERVICES

September 2017

Background

In February 2016 the council agreed to set aside £1m for creating a transition fund to provide pump-priming grants for establishing universal provision of children's services in communities across Oxfordshire.

Further details about the council's decision are available at:

<https://www.oxfordshire.gov.uk/cms/news/2016/feb/joint-statement-budget-political-leaders-oxfordshire-county-council>

This approach supports the council's commitment to a new way of delivering open access services across communities. Under Oxfordshire Together we have been working with town and parish councils, voluntary sector organisations and local community groups to encourage the continuation of open access sessions such as stay and play and youth group sessions where the council can no longer provide funding for these services. Further information about this work is available at: <https://www.oxfordshire.gov.uk/cms/public-site/childrens-services>.

Having funded majority of the previously owned OCC Children's Centres, Cabinet on the 18th September have agreed that the underspend can now be used to extend the grant scheme to organisations delivering open access services for the 0-5 age range. Read the full details of the decision here:

<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=115&MId=5023&Ver=4>

Our approach

The purpose of this £1m transition fund is to provide pump priming grants for sustainable community solutions for open access children's services. In awarding the grants, our approach will be flexible, recognising the different needs across the county. We will work with community groups on an individual basis to develop individual solutions, so if you would like to apply for a grant you are advised to contact us at an early stage. To get in touch with us, please email us at: localities@oxfordshire.gov.uk.

Any proposals for funding will need to demonstrate sustainability and the ability to self-fund in the long term. This will be a key criterion for assessing all applications. In addition match funding is strongly encouraged, and we will be asking all applicants to put together a robust business case showing how the project will self-fund in the long-term.

There will be four rounds of applications with deadlines in October 2017, December 2017, February 2018 and March 2018, so if your bid is not successful in the first

round, we will be happy to work with you to help develop a strong business case and re-apply for funding. Further rounds of applications will be considered, if there are remaining funds, post-March 2018.

What do we fund? (eligibility criteria)

Funding is available for sustainable community solutions for open access children's services. As the county council is withdrawing funding for some non-statutory children's services, we want to see communities come forward with their proposals for open access services for children and their families, reflecting local need and priorities.

It is entirely up to each community to decide what the new arrangements might look like. In order to be eligible for transition funding, projects must meet a number of key eligibility criteria, and we require all applicants to submit a fully developed business case that demonstrates how the criteria will be met.

If you need help developing the business case, you can contact OCVA, who will be able to offer guidance, or you can consult the government's advice on writing a business plan at: www.gov.uk/write-business-plan.

To make sure you have included all the relevant information in your business case we have put together a suggested checklist:

- Description of the project/ activity
- Needs analysis
- Desired outcomes & beneficiaries
- Costs
- Sources of funding & long-term sustainability
- Performance Measures (how results will be monitored)
- Governance

Grant criteria

- Sustainable solution for open access children's services in the local community
- Ability to self-fund in the long-term, as outlined in the business case
- Clearly defined costs and timescales for implementation
- Evidence of the need for the project
- Community buy-in
- Engagement, partnership working and collaboration
- Projects must benefit Oxfordshire communities, be inclusive and provide good value for money.
- To what extent we can have confidence that the project will have a lasting impact, beyond the funding period.

We want to see projects which are rooted in their communities and which have grown out of a specific local need. All applicants must work closely with their local community to ensure their project is properly connected locally, responds to recognised need and does not duplicate other provision. We would also ask to see evidence of a strong buy-in from the local community, and any successful initiative would need to be accessible, inclusive and open to all.

CC10

Funding will only be awarded on a one-off basis and must be spent within a maximum of 2 years or 31 March 2020 whichever is sooner (*depending on your business plan, it could be by end of financial year; set number of years or as per the milestones identified in the business case*).

Funding can be awarded for salaries and overheads if these were part of the sustainable business plan. It is important to emphasise though that the grant will be a one-off payment so organisations need to take this into account when building their business case.

Who can apply:

In order to be deemed eligible for funding, applying organisations must have a committee and/or a constitution or appropriate rules setting out aims and objectives and how the group will operate, and a bank account¹.

- Not-for-profit community groups
- Town and parish councils
- Schools
- Social enterprises
- Charity organisations
- Community associations
- Companies limited by guarantee
- Parent teacher associations
- Cooperatives
- Friendly societies
- Youth Clubs

What don't we fund?

Organisations:

- Previous recipients of transition fund grants would not be eligible to apply again.
- Groups that have previously received Transition Funding
- Individuals or sole traders
- Profit-making organisations
- Organisations not established in the UK
- Organisations that give funds to other charities, individuals or other organisations

Projects:

- Projects that duplicate an already existing service
- Activities which a statutory body is responsible for
- Activities with a religious or political purpose

¹ Please note we will not make any payments into individuals' bank accounts, so it is very important that your group has a bank account.

CC10

- Activities that contradict or act against any of the Council's agreed policies such as [Equalities](#) and [Safer Recruitment](#), or fail to comply with all the other relevant statutory requirements, such as health and safety legislation

Please note that this is not an exhaustive list and if you are not sure whether you are eligible for funding you should get in touch with us at: localities@oxfordshire.gov.uk.

How to apply

Application process:

- 1) Application form & business case
- 2) Review of bid by transition fund cross party group with recommendations to Cabinet
- 3) Assessment of bid by Cabinet
- 4) Decision
- 5) Notification to bidders

Deadlines

There are four application rounds, with deadline dates of 12 noon on:

- 1) 25 October 2017
- 2) 7 December 2017
- 3) 14 February 2018
- 4) 16 March 2018

We encourage applicants to contact us early with their expressions of interest or any questions they might have, to avoid any delays in the council assessing the bids and making a decision. There is a limited amount left in this budget and early applications are encouraged to avoid disappointment.

How will applications be assessed?

We will assess your application against the key criteria set out above and we may also seek feedback from community stakeholders and the local county councillors.

A cross party panel will review all applications and then make recommendations to Cabinet. The final decisions will be made by Cabinet meeting in public on 28 November 2017 (first round), 23 January 2018 (second round), 20 March 2018 (third round), 17 April 2018 (fourth round). The Cabinet will judge each application on its own merits, giving due regard to local circumstances and need.

Cabinet decisions can be called-in by the Performance Scrutiny Committee, which can decide to approve the decision, ask Cabinet to reconsider, refer it to full council for further debate, or require further information of further work to be done.

Awarding the grant

Applicants, along with their local county councillor, will be notified by email of the Cabinet's decision within a week of the decision being made.

CC10

Successful applicants will be asked to sign a legal agreement with the council (for any grants over £5,000). Once the legal agreement is signed, we will then transfer the funding into the organisation's bank account.

For larger grants/ where appropriate, funding might be phased depending on the outcomes achieved following the first stage of delivery.

Unsuccessful applicants will be offered feedback on their proposal and, where possible, we will work with organisations to help them identify alternative funding opportunities.

Monitoring

Successful applicants are expected to comply fully with any monitoring requests from the Council and must agree to this when signing the funding request form.

All successful applicants need to be prepared for a review of their project.

This may include:

- Receipts recording how the money was spent
- Reports on the activity funded
- Feedback from individuals impacted
- Any other record of the activity funded (e.g. promotional flyers and posters)

Successful applicants will be strongly encouraged to keep us informed about the progress of their projects. Any setbacks to the implementation of the projects should be reported to the Transition Fund Team. Delivery of the projects will be monitored as per milestones identified in the business case/ project proposal.

Any unspent grant funding will be recovered by the county council.

Other sources of support and funding available

- Oxfordshire Community and Voluntary Action (OCVA)
- Oxfordshire Community Foundation
- Community First Oxfordshire

Contact us

Sarah Jelley
Policy Team
Oxfordshire County Council
County Hall
New Road,
Oxford OX1 1ND

Email: localities@oxfordshire.gov.uk

Telephone: 07554 103437

Transition Fund for Community Initiatives for Open Access Children's Services Grant Monitoring

Monitoring of Successful Projects

1. Background

All projects funded through the Transition Fund for Community Initiatives for Open Access Children's Services grant scheme are subject to monitoring. Further, all projects awarded £5,000 and over have a funding agreement in place. The funding agreements include provision for monitoring projects by the County Council.

2. Purpose of monitoring projects

It is proposed that monitoring is undertaken in order to safeguard the council from potential risks from funding not being used appropriately by the organisations it has been awarded to. Monitoring will also be used as an opportunity to measure success, assess the impact of projects upon the communities of Oxfordshire and collect feedback from the organisations funded. By contacting these organisations the Council would be able to make sure that:

- projects are up and running, delivering outcomes as proposed
- organisations have the chance to report on their success
- funding is spent appropriately and misuse of funds is detected

3. Monitoring approach

While County Councillors play a key role in the ongoing monitoring of the projects funded in their communities, we propose to contact the organisations directly.

The organisations will be expected to comply with:

- a 4 month monitoring meeting with the community coordinator
- a further monitoring meeting around the 8 month point
- submission of an annual monitoring return

Organisations will be contacted by email or post (according to their communication needs, as specified in the Funding Request form). They will be given a brief return form following a simple template of questions to find out basic information such as:

- Project start date and progress
- Outline of how the funding was spent (including overall spend to date, description of how the money was spent, any funding left)
- Impact and outcomes of the project to date

Organisations will also be encouraged to include:

- Before and after pictures or pictures of the activity taking place that demonstrate how the money was spent

- Receipts recording how the money was spent
- Reports on the activity funded
- Feedback from individuals impacted
- Any other record of the activity funded (e.g. promotional flyers and posters)

The organisations contacted will be advised to return the completed form to us within one month of receipt.

4. Scope

Thirty-nine projects were funded through the Transition Fund for Community Initiatives for Open Access Services in the financial year 2017/18. Thirty-four were awarded over £5,000 and therefore have a legal Funding Agreement in place. We will monitor these projects.

Based on the date of grant award, where it is over £5,000 and therefore subject to a Funding Agreement, the following projects are contacted for monitoring purposes

Project	Amount	Funding Agreement Date	Estimated Completion Date	Councillor
The Ace Centre (Ace Children's Centre)	£29,983	6 Apr 2017	31 March 2020	Cllr Hibbert-Biles
St Mary's Church (Ace Children's Centre)	£10,000	11 August 2017	31 March 2020	Cllr Hibbert-Biles
Ambrosden 4 Children (Ambrosden Children's Centre)	£5,964	12 July 2017	31 March 2020	Cllr Sames
Aspire (Florence Park Centre)	£30,000	24 October 2017	31 March 2020	Cllr Sanders
Barton Community Association (Barton Early Intervention Satellite)	£14,000	6 Apr 2017	31 March 2020	Cllr Phillips
Benson Little Acorns	£22,000	TBC	31 March 2020	Cllr Gray
Employment Action Group (Berinsfield Children's Centre)	£35,000	1 Apr 2017	31 March 2020	Cllr Lindsay-Gale
Bloxham Primary School – The Cherry Tree Centre (Butterfly Meadows)	£29,385	1 Apr 2017	31 March 2020	Cllr Mallon
Carterton Town Council (Carterton Children's Centre)	£30,000	1 Apr 2017	31 March 2020	Cllr Handley
Chalgrove Primary School (Chalgrove & Watlington Children's Centre)	£30,000	25 May 2017	31 March 2020	Cllr Harrod
Didcot APUK	£6,056	18 May 2018	31 March 2020	Cllr Thompson
East Oxford Primary School (East Oxford Children's Centre)	£20,000	TBC	31 March 2020	Cllr Azad

Botley Bridges (Elms Road Children's Centre)	£30,000	1 Apr 2017	31 March 2020	Cllr Roberts
Faringdon Town Council (Faringdon Children's Centre)	£30,000	25 May 2017	31 March 2020	Cllr Heathcoat
Donnington Doorstep (Florence Park Children's Centre)	£32,239	8 Aug 2017	31 March 2020	Cllr Sanders
Dovecote Voluntary Parent Committee	£12,100	10 April 2018	31 March 2020	Cllr McIlveen
Grandpont Nursery (Grandpont Children's Centre)	£35,600	6 Apr 2017	31 March 2017	Cllr Afridi
St Johns Church (Grove & Wantage Children's Centres)	£40,000	1 Apr 2017	31 March 2020	Cllr Patrick & Cllr Hannaby
Kidlington with Hampton Poyle PCC (Kaleidoscope Children's Centre)	£35,500	1 Apr 2017	31 March 2020	Cllr Billington
Friends of Maple Tree (Maple Tree Children's Centre)	£30,000	16 June 2017	31 March 2020	Cllr Johnson
HBC Superdads (Marston Northway Children's Centre)	£5,940	4 September 2017	31 March 2020	Cllr Lygo
St Nicholas Primary School (Marston Northway Children's Centre)	£8,000	1 Apr 2017	31 March 2020	Cllr Lygo
Abingdon Baby Café (North Abingdon Children's Centre)	£5,000	08 Aug 2017	31 March 2020	Cllr Smith
Cuttleslowe Primary School & Cuttleslowe Community Association (North Oxford Children's Centre)	£30,000	11 May 2017	31 March 2020	Cllr Buckley
Henley Baptist Church & D:two (Rainbow Children's Centre)	£29,900	1 Apr 2017	31 March 2020	Cllr Gawrysiak
Sharing Life Trust (Red Kite Centre, Thame)	£30,000	1 Apr 2017	31 March 2020	Cllr Carter
Abingdon Carousel (South Abingdon Children's Centre)	£28,500	TBC	31 March 2020	Cllr Fawcett
The Kings Church (South Didcot)	£45,000	TBC	31 March 2020	Cllr Thompson
Slade Nursery School	£30,341	8 January 2018	31 March 2020	Cllr Brighouse
Sunshine Centre (Sunshine Children's Centre)	£18,585	12 July 2017	31 March 2020	Cllr Cherry
Thomas Gifford Trust (Charlbury)	£10,769	20 April 2018	31 March 2019	Cllr Leffman
Witney Churches (Witney Children's Centre)	£22,500		31 March 2020	Cllr Price

St Edburg's Church With Kingsmere	£11,200	10 May 2018	31 March 2020	Cllr Waine
Wallingford Town Council (Wallingford Children's Centre)	£30,000	28 July 2017	31 March 2020	Cllr Atkins

June 2018**Contact us:**

Policy Team
Oxfordshire County Council
New Road
Oxford
OX1 1ND
localities@oxfordshire.gov.uk

CC10

Organisations awarded Transition Fund for Open Access Children's Services

Organisation	Place	Grant Allocation
Abingdon Baby Café	Abingdon	£5,000
Abingdon Carousel	Abingdon	£28,500
ACE Centre (formerly ACE Children's Centre)	Chipping Norton	£29,983
Ambrosden 4 Children (formerly Ambrosden Children's Centre)	Ambrosden	£5,964
Aspire (formerly Florence Park Children's Centre)	Florence Park, Oxford	£30,000
Bampton Baby & Toddler Group	Bampton	£1,000
Barton Community Association (formerly Barton EI Satellite Hub)	Barton, Oxford	£14,000
Benson Little Acorns	Benson	£22,000
Botley Bridges (formerly Elms Road Children's Centre)	Botley	£30,000
The Cherry Tree Centre (formerly Butterfly Meadows Children's Centre)	Bloxham	£29,385
Carterton Family Centre (formerly Carterton Children's Centre)	Carterton	£30,000
Chalgrove & Watlington Children's Centre (formerly OCC supported)	Chalgrove	£30,000
Cotteslowe Primary School & Cotteslowe Community Association (formerly North Oxford Children's Centre)	Cotteslowe, Oxford	£30,000
Didcot APUK	Didcot	£6,056
Donnington Doorstep	Oxford	£32,239
Dovecote Voluntary Parent Committee	Oxford	£12,100

CC10

Organisations awarded Transition Fund for Open Access Children's Services

East Oxford Primary School (formerly East Oxford Children's Centre)	Oxford	£20,000
Employment Action Group (formerly Berinsfield Children's Centre)	Berinsfield	£35,000
Faringdon Town Council (formerly Faringdon Children's Centre)	Faringdon	£30,000
Friends of the Maple Tree Children's Centre (formerly Maple Tree Children's Centre)	Wheatley	£30,000
Grandpont Nursery & Children's Centre (formerly OCC-supported)	Grandpont, Oxford	£35,600
Grove Parish Church / Parish Council (formerly Grove Children's Centre and Wantage Children's Centre)	Grove	£40,000
Happy Hub Cholsey	Cholsey	£3,381
HBC Superdads	Headington, Oxford	£5,940
Henley Baptist Church (D:Two) (formerly Henley Children's Centre)	Henley	£29,900
Leys Community Church	Littlemore	£2,750
Parish of Kidlington with Hampton Poyle (formerly Kidlington Children's Centre)	Kidlington	£35,500
Red Kite (formerly Red Kite Children's Centre)	Thame & Chinnor	£30,000
St Edburgs Church with Kingsmere	Bicester	£11,200

CC10**Organisations awarded Transition Fund for Open Access Children's Services**

St Mary's Church	Chipping Norton	£10,000
St Nicholas Primary School (formerly Marston Children's Centre)	Oxford	£8,000
Sunshine Centre (formerly OCC-supported)	Banbury	£15,585
Sutton Courtenay Stay & Play	Sutton Courtenay	£939
The Comfort Trust	Oxford	£2,729
The King's Church	Didcot	£45,000
Thomas Gifford Trust	Charlbury	£10,769
The Slade Nursery (formerly OCC-supported)	Headington, Oxford	£30,341
Wigod Way Family Service & Advice Centre (formerly Wallingford Children's Centre)	Wallingford	£30,000
Witney Families & Children First (formerly Witney Family & Children's Centre)	Witney	£22,500

June 2018
Policy Team

<https://www2.oxfordshire.gov.uk/cms/content/transition-fund-childrens-services>



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Thriving communities for everyone in Oxfordshire



Page 1

Agenda Item 12

CORPORATE PLAN 2018-21

foreword



contents

About Oxfordshire.....	1
Thriving communities for everyone in Oxfordshire	7
Our values.....	9
Challenges we face	11
Financial overview.....	13
Strategic direction.....	15
Delivering our vision	17



about Oxfordshire

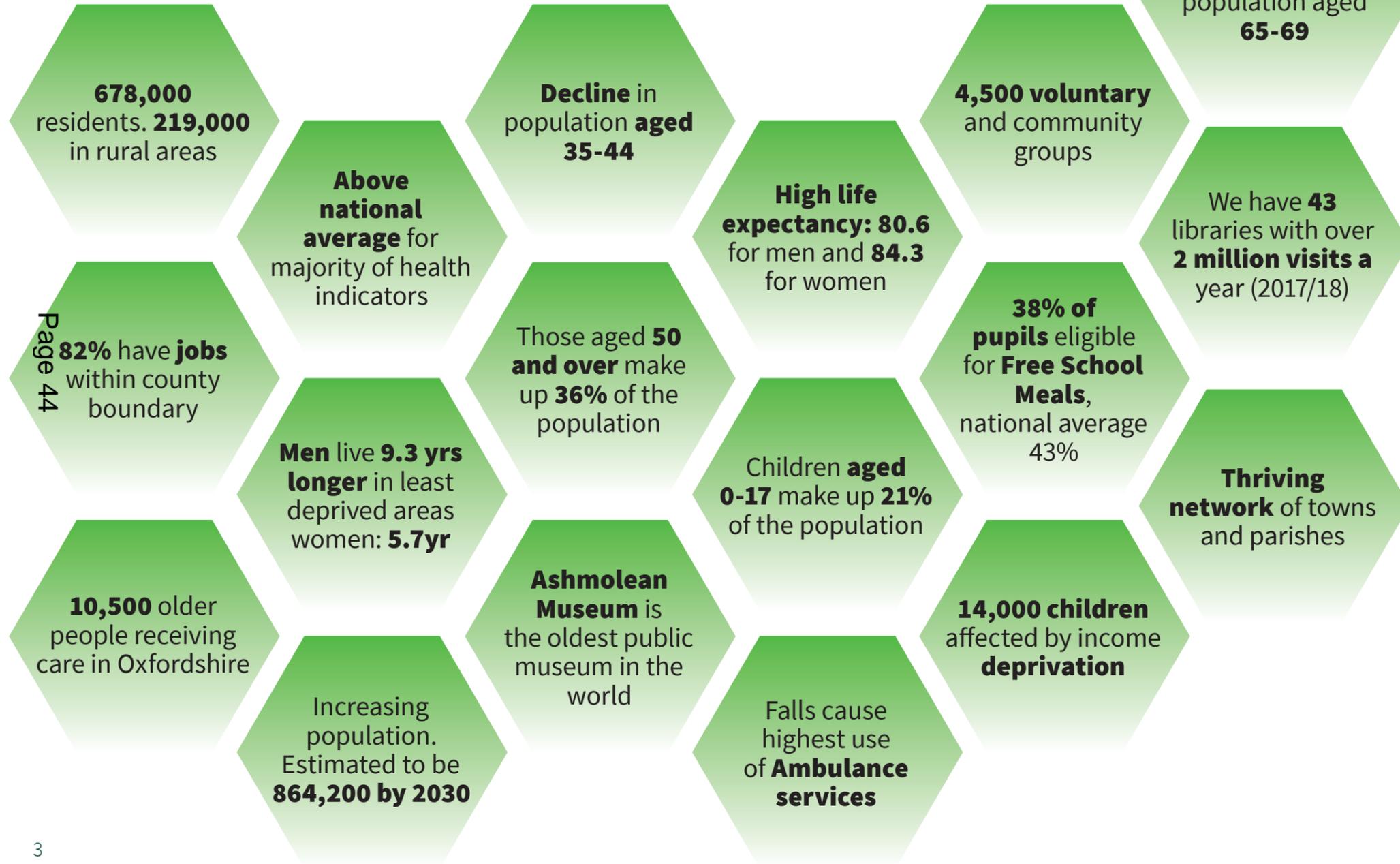
Oxfordshire is a large rural county in South East England bordered by Northamptonshire, Buckinghamshire, Berkshire, Wiltshire, Gloucestershire and Warwickshire. It has the historic city of Oxford at its centre with a network of vibrant towns and villages surrounding it. The following outlines some key facts and points of interest about Oxfordshire.



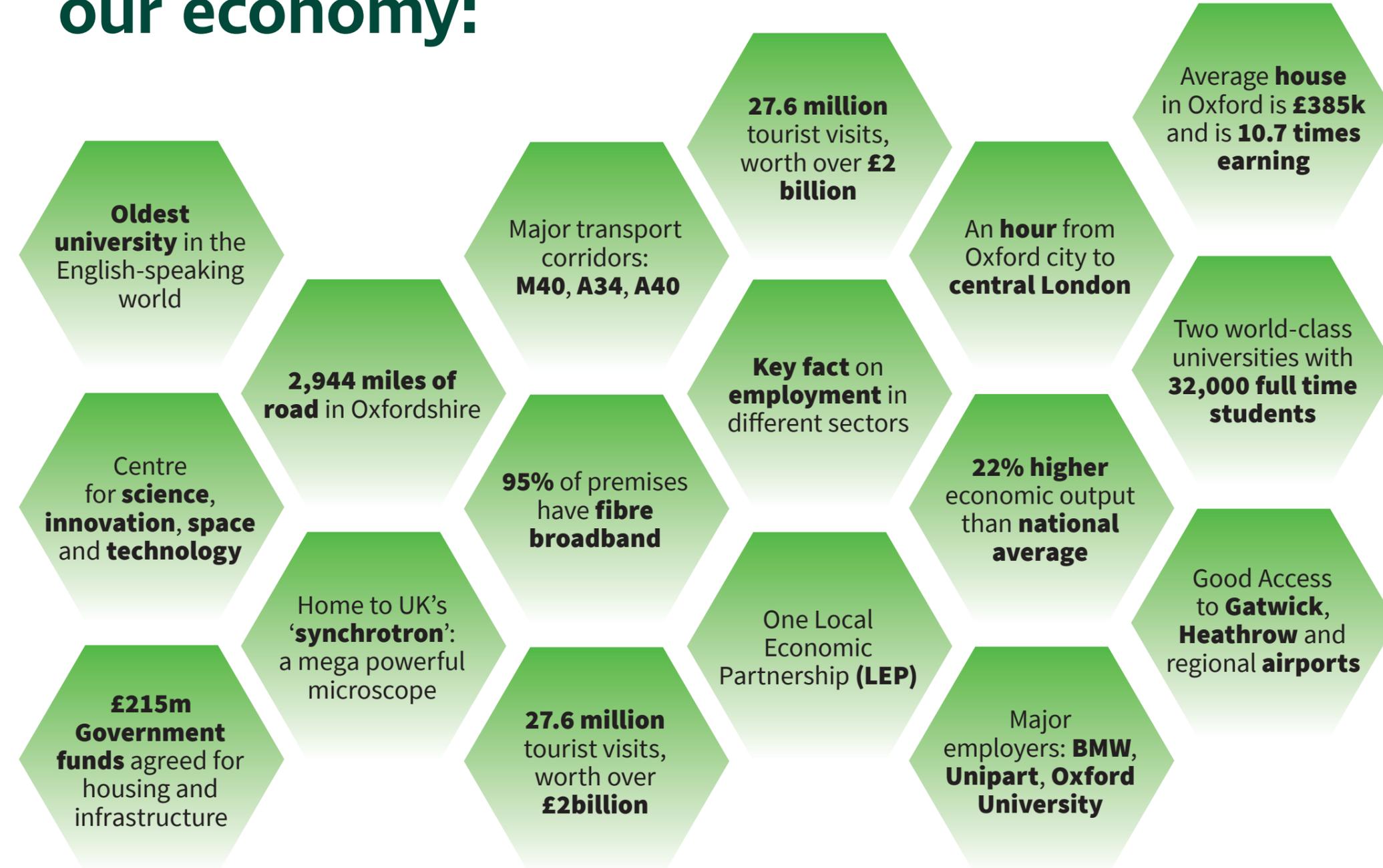
our natural environment:



our community:



our economy:



about Oxfordshire County Council

Oxfordshire County Council provides a wide range of services, including:

- Education
- Child protection
- Fostering and adoption
- Adult social services
- Education support
- Roads and transport
- Emergency Planning
- Waste disposal
- Planning for minerals, waste, highways and education
- Children's social services
- Fire and Rescue Services
- Public health
- Libraries
- Trading standards
- Countryside access
- Parking
- Registrar and coroner services

- ▶ We are responsible for spending 80% of local government funding in Oxfordshire with an annual budget of £778 million in 2018–19.
- ▶ Full Council is made up of 63 councillors. They are responsible for setting the democratic structure of the council as well as the constitutional and policy framework for the organisation.
- ▶ All key decisions are made by Cabinet members, meeting either jointly as the Cabinet or as individual Cabinet members with specific portfolios. The Cabinet is also responsible for preparing the budget and policies to propose to the full council. Cabinet Advisory Groups are formed where required to examine specific topics that align to corporate priorities.
- ▶ The council's scrutiny function involves non-Cabinet members who challenge the plans (including the Corporate Plan) and decisions of the Cabinet. Key areas of scrutiny include performance, education and health. These Committees review issues before decisions

are made, call-in decisions after they are made, conduct policy development work for the Cabinet and commission their own scrutiny reviews.

- ▶ Cabinet oversees the implementation of the Corporate Plan and Performance Scrutiny Committee challenges the delivery and performance against this Plan.
- ▶ To ensure all of our decision-making and governance stays with the law and our constitution, we have a Corporate Governance Framework and Councillors work through the Audit and Governance Committee to approve and check adherence to this Framework. External organisations (such as Ofsted) formally review, inspect and regulate the services we provide.
- ▶ The council works extensively with partners in the public, private and voluntary sector to achieve the best outcomes for our residents.

Thriving communities for everyone in Oxfordshire

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



Page 46

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

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



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

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



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

thriving people

Thriving communities cannot happen without thriving people. We believe everyone deserves the best in life and it is important we continue to focus on sustaining and improving those services which can affect every person in Oxfordshire. We recognise that some people will need more help than others and we are here to support vulnerable people when they need us, particularly children, young people, older people and those with a learning difficulty or disability.

thriving communities

Our communities are ones of place and ones of interest including those based on age, life stage, race, religion or many other factors. Our approach to supporting thriving communities must be as diverse as they are. The county council cannot, on our own, ensure that every community thrives, but we have a significant role to play. Our councillors are important local advocates, connecting all the areas of Oxfordshire to meet the needs of residents. Together with local organisations thriving communities in Oxfordshire means building a sense of togetherness

thriving economy

A thriving economy gives everyone in Oxfordshire more opportunities; it creates the jobs, the housing, the infrastructure, transport, skills and learning that help people individually, and communities collectively, thrive. We recognise our success but are not complacent about it. We need to ensure we have an economy that is strong and prosperous, to continue creating opportunities now and for future generations.

our values

Our organisational values describe what is important to us as an organisation. Our values underpin how we serve the people of Oxfordshire and how, as employees, we work and behave with each other. Our values should run through all our interactions with colleagues, service users, partners and the public. We ensure all our activities support equality, diversity, fairness and inclusion, both in our own workforce and the services we commission and deliver for local residents. In 2017 more than 1,000 employees contributed to a countywide discussion about our values and it was agreed that our organisational values are:

We do the best we can for residents

This means...

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

We strive to find the best solutions

This means...

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

We work together in a supportive and honest way

This means...

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

We are open to change and doing things differently

This means...

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

challenges we face

Oxfordshire has many positive attributes, which we celebrate but we also recognise the issues and challenges we face locally. These issues present challenges for our residents and in turn to us as we respond to the needs in our communities.

Issue	Change	Challenges for residents and communities	Challenges for us
Changes in society	<ul style="list-style-type: none"> Population is set to grow by 27% by 2030 People 85+ will increase by 92% by 2030 55% of adult population is obese Huge advances in technology 	<ul style="list-style-type: none"> Increasing number of people who need the same services People more likely to suffer with long-term health conditions Not all children will get their first choice of school place Some services people expect to access digitally are not yet available as such 	<ul style="list-style-type: none"> Providing services to more people with less funding Providing services to more older people and those with multiple long-term health conditions and/or frailties Ensuring there are enough school places for a growing population Keeping pace with technological change
Squeeze on public services as demand rises and funding falls	<ul style="list-style-type: none"> As people live longer, there is an increased need for adult social care We have seen a 20% increase in referrals to children's social care in one year (2016/17) Number of looked after children has increased by a third The Council will have had a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20 	<ul style="list-style-type: none"> People may have to wait longer to get the services they need Council services may not be available to the same groups of people as eligibility criteria changes 	<ul style="list-style-type: none"> Providing our most expensive services to an increasing number of people with a reduced level of funding

Issue	Change	Challenges for residents and communities	Challenges for us
Pressure on housing and infrastructure	<ul style="list-style-type: none"> 678,000 residents who use our 2,994 miles of roads to access services 82% of residents working within the county and rural nature means roads are essential for our economy Oxford is the least affordable UK city for housing £215 million of government funding agreed for housing and infrastructure 	<ul style="list-style-type: none"> Roads deteriorate quickly Works to repair or maintain roads cause disruption Roads are congested House prices and rents are high There is a shortage of social housing 	<ul style="list-style-type: none"> Maintaining an extensive and high-demand road network with reduced public funds We have major challenges recruiting to all health and social care roles With more growth planned, we need infrastructure to support our businesses, communities and residents
Ensuring equal opportunities for everyone	<ul style="list-style-type: none"> Despite overall wealth; 15 local areas are in the 20% most deprived in the country 14,000 children in Oxfordshire are affected by income deprivation We are the most rural county in the south east 	<ul style="list-style-type: none"> Residents in some areas are more likely to have poorer health outcomes and fewer job opportunities Services are difficult to access and may increase loneliness and isolation 	<ul style="list-style-type: none"> Ensuring services can support residents who need it most, whilst also meeting the needs of everyone Providing services to people in rural areas, balanced against reducing funding

Managing future change

In addition to the issues we have identified above, we know that many other issues will present us with challenges that change the way we work and how our communities need us. For example, withdrawal from the EU is likely to have significant implications for all public services and our residents but

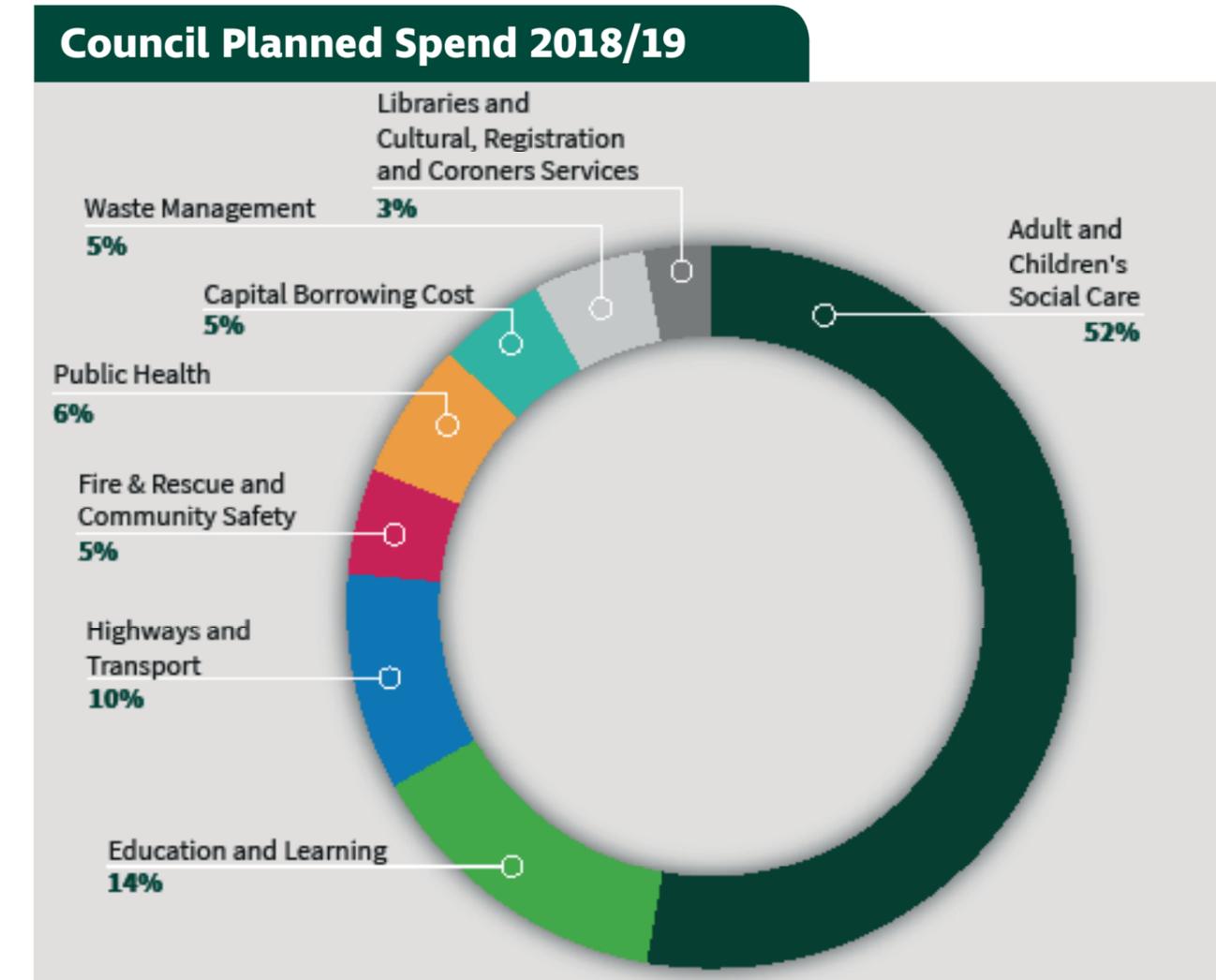
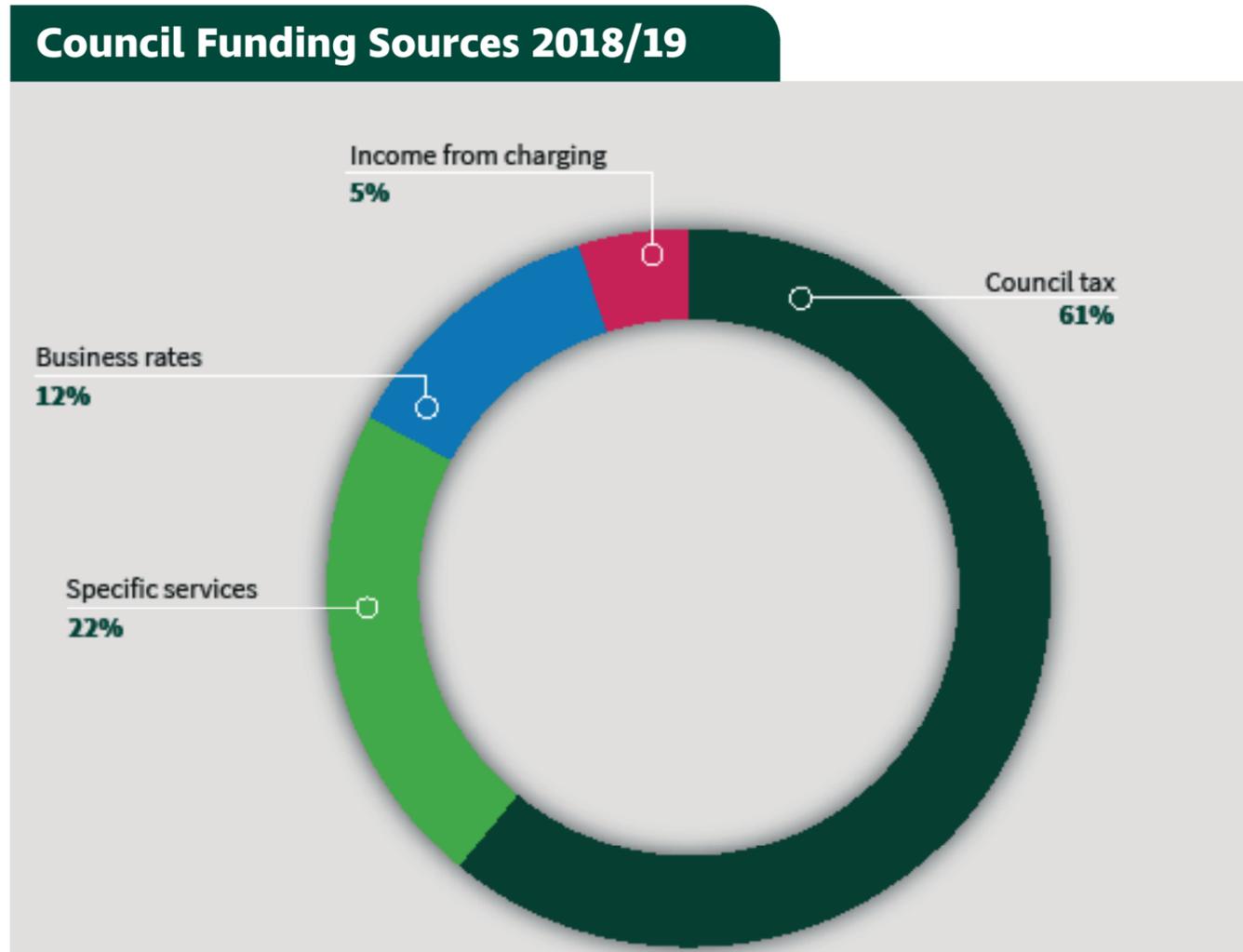
the challenges and opportunities are not yet clear. We continuously look at international influences, national policy and available opportunities to improve the way we work, make necessary changes and keep our services fit for purpose in a fast-paced world.

financial overview

The main sources of the council's funding are locally raised council tax (61%), government grants to be used for specific services (22%) and locally raised business rates (12%). We also charge a fee for some services which creates income (5% of funding sources).

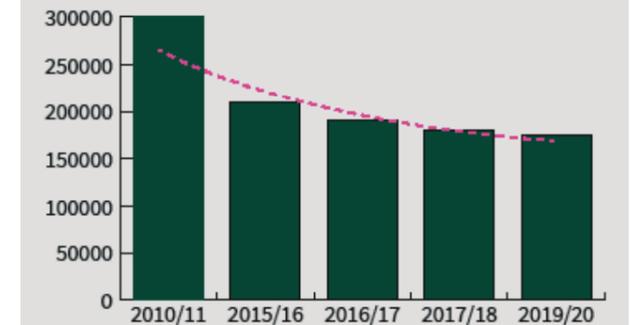
In recent years, government grant into the Council has reduced significantly. In Oxfordshire, this will result in a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20.

In addition, as demand for statutory social care services has continued to rise, this has resulted in increased pressure on budgets and a need to deliver significant savings. By the start of the year 2017/18, savings had been made of £350m per year compared with our spending in 2010. We needed to save 40% of this because of the reduced government grant and 60% because we needed to meet the rise in demand for statutory services. We expect to continue to need to find savings as demand for our services rise.



Reduction in Government Grant 2010/11 - 2018/20

=£167m or 49%



For 2018/19 the council has set an overall budget of £778.1 million. The figures below show broadly how the planned spend of £562.6 million on services (excluding expenditure of £215.5 million on schools) in 2018/19 is divided up:

Thriving communities for everyone in Oxfordshire

Our Priorities

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



We strive to give every child a good start in life, and protect everyone from abuse and neglect
We enable older and disabled people to live independently. We care for those in greatest need the local environment



We help people live safe, healthy lives and play an active part in their community
We provide services that enhance the quality of life in our communities, and protect the local environment



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

Our Key Outcomes

- Residents feel engaged with OCC
- Our services are high quality and deliver value for money
- The use of our assets is maximised

- People are helped to live safe and healthy lives
- People play an active part in their communities
- Our quality of life in Oxfordshire is enhanced
- Our local environment is protected

- Children are given a good start in life
- Children achieve their potential
- People are supported to live independently
- People feel able to live independently

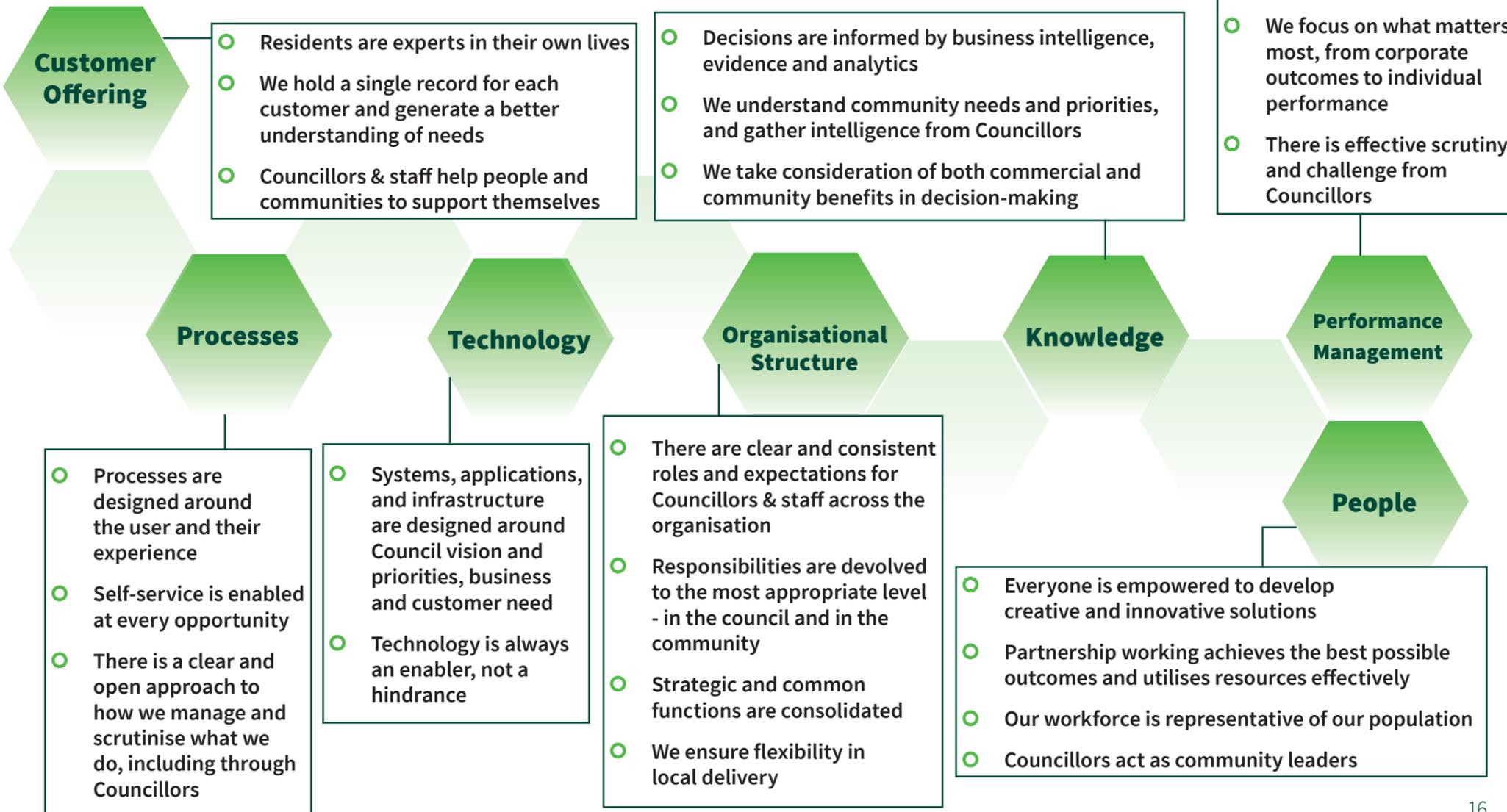
- Strong investment and infrastructure is secured
- Local businesses grow and provide employment

Our Organisational Values

We do the best we can for residents. We...

- Work together in a supportive way
- Strive to find the best solutions
- Are open to change and doing things differently

Our Organisational Building Blocks





delivering our vision

Oxfordshire County Council puts residents at the heart of everything we do. We exist to serve our residents and communities; they both use and pay (directly or indirectly) for the services we deliver. Our communities are ones of place, but also of interest where people feel a sense of belonging. Our approach to supporting thriving communities must be as diverse as they are. We must listen to councillors, residents and our communities to develop approaches and respond to local issues; in this way we will be providing the value for money our residents expect. It is important we seek to improve what we do and how we do it, embracing new opportunities and ways of working along the way so that we can demonstrate we deliver good services that make best use of public resources.

The following outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents.

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

Where are we now?

- Our 63 Councillors are the visible and active representatives of their local communities.
- 89% of people in our residents' survey say they are satisfied with Oxfordshire as a place to live, work and raise a family
- Most of our staff contact with residents is through our front line services but also we engage residents, communities and partners online through our website or social media channels like Facebook and Twitter.
- A new forum has been established to reach out to all children and young people in Oxfordshire called VOXY (Voice of Oxfordshire Youth).
- Our Adult Social Care user survey of 2017 showed that 90% of people are satisfied or very satisfied with what we do.
- We have a good track record of delivering value for money and have made £350 million of savings in the last seven years.



Where do we want to be?

We want our residents to work as our partners in the design, purchase and delivery all of our front-line services so our services are shaped by those that use them. We want to use a variety ways of talking to and listening to our residents to understand what matters most to people. We want our communities to see us as open and transparent; to give the confidence that we will respond to their needs and desires. In experiencing our services, we want residents to feel and know that they are getting good value for the pounds we spend.

how will we get there?

Keep delivering on:

- Engaging with residents seeking feedback to shape services. This includes both children and young people and co-production with adults.
- Working through our councillors to engage with local issues (including Locality working).
- Using digital technology to deliver services where appropriate.
- Driving efficiency in all our services to achieve value for money.

Page 52

Focus attention on:

- Undertaking a complete review of the Council's delivery model to ensure that the organisation is 'Fit for the Future'.
- Improving the way we respond to community priorities by reviewing how we organise councillor-led Locality Meetings.
- Implementing our new Equalities Policy to improve equality of opportunity and good relations between people and communities.
- Undertaking a digital review of communications intended to create more engaging content for our communities.
- Bringing big changes to the way the council conducts its business so we can deliver a seamless, customer experience and use technology to give residents more opportunities to access our services digitally.
- Working with partners to plan and tackle our workforce challenges.
- Promoting and support the involvement of vulnerable children and young pupils and those with Special Educational Needs and Disabilities in the decisions that affect their lives and the services they receive.
- Looking for opportunities to design, purchase and deliver adult social care in partnership with those it serves.
- Using £210,000 of Government funding to join up with partners to make better use of public buildings and land (through the One Public Estate initiative).
- Publishing 'Market Position Statements' to improve competition and value for money for the social care services we want to purchase.

How will we know we are making a difference?

Residents feel engaged with OCC

- ▶ Prevalence of services developed through co-production
- ▶ Number and value of opportunities for public engagement
- ▶ Rates of customer satisfaction

Our services improve and deliver value for money

- ▶ Value for money through effective use of resources
- ▶ Improvement following external inspection or audit

The use of our assets is maximised

- ▶ Progress with the One Public Estate Programme





thriving communities

For thriving communities to become a reality, every resident needs to be safe, healthy and feel they can play a part in their community. The following outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving communities.

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

Where are we now?

- Life expectancy in Oxfordshire is increasing and for most health indicators, Oxfordshire is statistically better than the national average.
- We have below average numbers of people overweight but an estimated 55% of people aged 16 or over in Oxfordshire are classified as overweight or obese.
- We work to keep people safe through our Fire & Rescue Service and with a wide range of partners to safeguard children and adults.
- Over 4000 charities and community groups in the county work with volunteers.
- Public funding has reduced so the council had shifted its focus to enable communities to take more ownership of local priorities.



Where do we want to be?

We want Oxfordshire to be a place where everyone feels safe and healthy enough to play an active part in the community they choose, whether these be communities of place or of interest. We want it to be a county where communities are supported to step into new roles in delivering local services.

how will we get there?

Keep delivering on:

- Encouraging and supporting parish councils, voluntary and community groups and volunteers to support delivery of services.
- Commissioning health visitors and support for families with young children.
- Promoting healthy lives through our public health campaigns and initiatives (for example Health Checks).
- Supporting people to tackle health and lifestyle challenges (for example quitting smoking and tackling alcohol dependency).
- Helping people to stay safe and well in their homes. For example, through our Safe and Well visits, Trading Standards activity and safeguarding children and adults.
- Maintaining safe highways.

Page 54

Focus attention on:

- Developing a 'Working Locally Strategy', to give greater focus to our communities in the way we engage, make decisions and deliver services.
- Reviewing our museum service to ensure it can reach as many people as possible now and in the future.
- Reviewing our local safeguarding arrangements in the light of new legislation and guidance (Children and Social Work Act 2017 and new 'Working Together' arrangements).
- Ensuring our services work together to provide better support for people at key points of change; such as transition from children's to adults' services or leaving hospital to return home
- Focusing on providing safer walking and cycling facilities, including updating the council's Active & Healthy Travel Strategy and employing a dedicated Active Travel Officer.
- Focusing our public health campaigns on better take up of the 'NHS Health Checks' programme which offers adults a cardiovascular 'MOT'.
- Completing the changes made to daytime opportunities for our users of Adult Social Care services
- Extending the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services.
- Working with our partners through the Safer Oxfordshire Partnership to tackle crime, anti-social behaviour and domestic abuse.
- Conducting 'Community Asset Reviews' to help ensure public buildings and land are used to best support local communities.

How will we know we are making a difference?

People are helped to live safe and healthy lives

- ▶ 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'

People play an active part in their communities

- ▶ Rates of volunteering
- ▶ Prevalence of services provided by communities





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

Where are we now?

- 58% of waste is recycled in Oxfordshire. We are one of the highest performing local authority areas in England for recycling and waste management.
- We have worked with our partners to support two 'Healthy New Town Programmes' in Bicester and Barton.
- Despite a reduction in funding, Oxfordshire still has a full library network which meets the needs of the places and people they serve.
- Due to a reduction in funding, our road network is in need of investment.
- Air quality across the county is addressed in a Local Transport Plan for 2015-2030 (LTP4) with an Air Quality Action Plan in place across Oxford to address issues within the city.



Where do we want to be?

We want Oxfordshire to be the envy of England for its quality of life, with our rich rural and natural landscapes providing the ideal backdrop to a connected county. We want every resident to be connected to high quality digital services, and our communities to move around with ease on our roads, footpaths and cycle routes. We want our communities to have the spaces they need to bring people together and to have a good quality environment that is protected for them and future generations thanks to innovative thinking and next-generation technology.

how will we get there?

Keep delivering on:

- Providing library, cultural, museum and music services.
- Promoting and encouraging people to be more active, including when they make travel choices and through the design of new developments.
- Planning and managing emergency situations for all of our residents (e.g. flooding events).
- Delivering local highways and cycleways maintenance.
- Supporting and protecting the local environment (for example work on Areas of Outstanding Natural Beauty, air quality and flood alleviation).

Page 56

Focus attention on:

- Working with our partners to improve the sustainable and affordable housing options for young people.
- Working with partners to finalise the designing of the flood alleviation scheme and, subject to approvals, commence construction in winter 2018.
- Seeking funding and investing in new infrastructure.
- Improving maintenance and repair of our highways infrastructure through a programme of investment.
- Ensuring our Travel Plan Team becomes self-financing to monitor developer Travel Plans.
- Bringing the 'Energy Bureau' service back into the council from another company to help residents, organisations and the council reduce energy consumption.
- Using a £40,000 grant from Government to develop a renewable energy strategy for Oxfordshire.
- Introducing new techniques to ensure wildlife gets more consideration in the planning process.
- Focusing on how our natural environment can provide benefits to Oxfordshire residents (e.g. link the environment with public health and well-being).

How will we know we are making a difference?

Our quality of life in Oxfordshire is enhanced

- ▶ Condition of highways
- ▶ Funding secured through planning obligations
- ▶ Levels of public transport use
- ▶ Rates of access to cultural services

Our local environment is protected

- ▶ Levels of carbon emissions
- ▶ Levels of energy use
- ▶ Air quality
- ▶ Proportion of household waste re-used, recycled or composted





thriving people



Individuals collectively make up a community, so thriving communities cannot happen without thriving people. The following outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving people.

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

Where are we now?

- Over 90% of primary children are allocated their first choice of school but we know there are pressures on school places for the future.
- Since 2010 the number of children in Oxfordshire who are the subject of a child protection plan has more than doubled.
- Children who are formally 'looked after' has increased by a third since 2010.
- In 2016/17, we saw a 20% increase in referrals to children's social care and an 18% increase in child protection investigations.
- We meet the national standard for completing a new Education Health and Care Plans (EHCP) for children with Special Educational Needs and Disability within 20 weeks, 37% of the time (2017). A Plan is in place to improve this.
- We have been working with more than 1500 troubled families in the county to help turn their lives around.



Where do we want to be?

We believe everyone deserves the best start in life and this means children and young people should experience a safe and supportive home and school life. If we get it right in the early days, our children and young people will have positive experiences and grow into thriving adults. To give everyone the same chances in life, we need to give early and timely support to anyone with additional needs as well as those experiencing domestic abuse, mental health, drug and alcohol issues. We will do this by making sure we work with communities, families and partners to keep people safe from abuse and neglect.

how will we get there?

Keep delivering on:

- Support for children and their families from birth.
- Education services for all children and for those with additional support needs (for example those with Special Educational Needs and Disabilities).
- Children's Social Care services, including Child Protection, Looked After Children, adoption and fostering.
- Promoting and supporting child health campaigns and initiatives.
- Protection and safeguarding of those transitioning between children's and adults' services.

Page 50

Focus attention on:

- Focusing on ensuring that new mothers have a mood review by the time their baby is 8 weeks old and that young children have health reviews at their new birth visit, 6-8 weeks old, 12 months and 2-2.5 years.
- Focusing on increasing school attendance with an aim of improving attainment levels, including children with Special Educational Needs and Disabilities, those attending special schools and those eligible for free school meals.
- Helping families as early as we can; providing solutions which make the biggest difference to problems in a way that least intrudes on families.
- Safely reduce the number of looked after children; providing support to enable families to care.
- Improving the confidence and capability of the whole children's workforce when working with families experiencing domestic abuse, parental mental health and drugs and alcohol issues.
- Working with partners to implement a new school nurse programme.
- Developing a new offer for care leavers by working with the Oxfordshire Care Leavers' Association.
- Developing a partnership approach to improving health and educational outcomes for all young people.
- Increasing safeguarding training for staff on how to work with others to reduce domestic abuse.
- Working with partners to reduce the impact of substance misuse, bullying, domestic violence and abuse within teenage relationships.
- Joining-up adult and children safeguarding activity around domestic abuse.
-

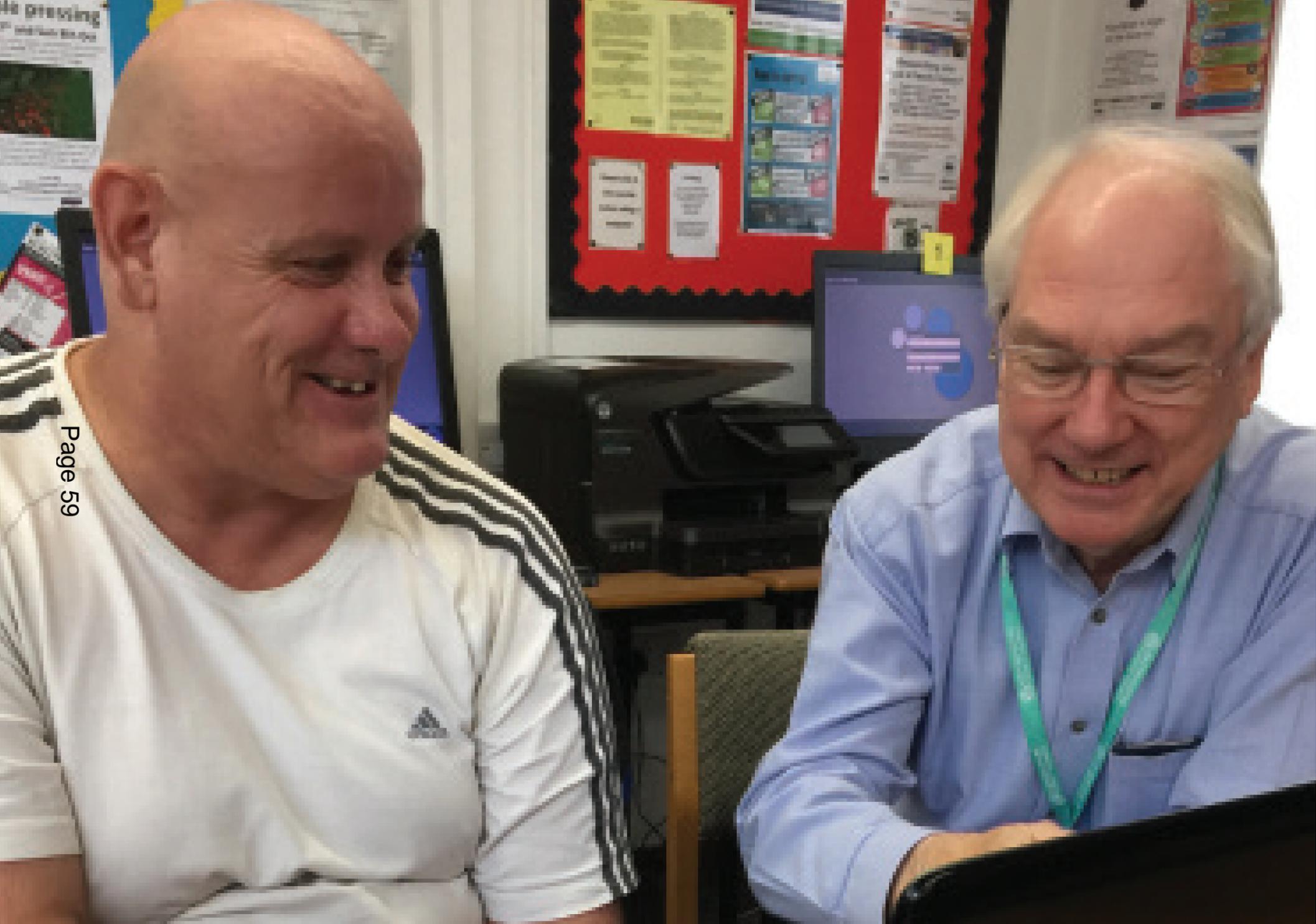
How will we know we are making a difference?

Children are given a good start in life

- ▶ Prevalence of healthy children
- ▶ Number of looked after children
- ▶ Number of children's social care assessments
- ▶ Number of children the subject of protection plans
- ▶ Number of children's cases held by permanent staff

Children are able to achieve their potential

- ▶ Percentage of children with a place at their first-choice preference
- ▶ Percentage of children at a good quality school
- ▶ Rates of school attendance
- ▶ Levels of school attainment



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

Where are we now?

- The number of residents who are 85 years and over, is increasing: by 50% from 2001-16, and forecast to rise a further 55% from 2016-31.
- There has been an increase in the number and proportion of people using long-term care who are supported at home: from 58% of clients in 2012 to 71% in 2016.
- We are 'Making Every Contact Count' by using our front line staff to provide advice which enables people to stay well into older age and therefore to live independently.
- We are increasingly working with services users to design and purchase services.
- We have challenges with our workforce and provider workforce due to the competition for staff from the private sector and the relatively high cost of living in Oxfordshire.
- We are working with partners to use €4m of EU funding to develop mobility innovation within neighbourhoods of Barton and Blackbird Leys.



Where do we want to be?

We want to maximise the independence of everyone in Oxfordshire; ensuring our residents live as independently, safely and successfully as possible, for as long as possible. Where people need support, we want to give them the best experience of care services in the country to support them: in the right place, at the right time wherever they live in the county. We want these services centred on the individual and their family or carers (including young carers), working with the inherent strengths of people, families, groups and organisations. We want all users to be highly satisfied with our services.

how will we get there?

Keep delivering on:

- Adult Social Care Services.
- Campaigns to keep older people healthy, active and well.
- Ensuring the quality and sustainability of care providers.
- Working with partners to improve people's experience of health and social care services.

Page 60

Focus attention on:

- Reviewing the way we organise our local delivery of Adult Social Care to ensure we can better meet the needs of those in greatest need.
- Reviewing our 'Telecare service' to ensure we are using the best technology to support people to live well at home.
- Introducing more intelligent technology to help us map and then maximise our home care and support.
- Improving links and partnerships with health and voluntary organisations to help identify adults at risk and those in rural areas who need our services.
- Expanding the offer of 'Direct Payments' to allow more people to choose how their care is provided and by whom.
- Providing more information to residents to help raise awareness of how to tackle scams and doorstep crime.

How will we know we are making a difference?

Care services support independent living

- ▶ 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

Homes and places support independent living

- ▶ Percentage of people who report feeling safe and well
- ▶ Percentage of people living in safe & suitable housing





thriving economy

The following outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving economy.

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

Where are we now?

- The county's economy generates £21.9bn of output per year from 400,000 jobs and more than 30,000 businesses.
- The Oxfordshire 'Housing and Growth Deal', will provide £60m for affordable housing and £150m for infrastructure improvements, including road and rail.
- The Oxfordshire Strategic Housing Market Assessment sets out a need for 100,000 new homes between 2011 and 2031 (of which 11,000 have been built to date). Our forecasting suggests there will be a 27% increase in the population by 2031.
- The Centre for Cities ranks Oxford as the least affordable UK city for housing. In Oxford city, social rents in 2015 were 18% above the national average.
- We are working with partners to use £8.6 million of funding to develop innovation in fully autonomous vehicles.

Where do we want to be?

We want Oxfordshire to continue to be a vibrant, sustainable, connected, inclusive, world-leading economy, driven by innovation, enterprise and research excellence. We want it to be a place where ambitious businesses and people thrive, where young people choose to build their careers and contribute to the vibrancy of Oxfordshire's communities. We recognise our success but also the need to ensure we have an economy that is strong and prosperous, now and for future generations.

how will we get there?

Keep delivering on:

- Securing investment in housing and infrastructure to support the economy.
- Working in partnership to support development of skills, business and employment.
- Delivering strategic infrastructure, including housing, highways and transport programmes.
- Supporting sustainable economic growth.

Focus attention on:

- Joining forces with partners on the Growth Board to develop a clear delivery plan for how £215 million of Government funding will be used to deliver new housing and infrastructure.
- Working with partners to implement 'Connecting Oxfordshire', which will introduce enhancements to road capacity on strategic roads which suffer from congestion and delays.
- Continuing to work with local partners to make a strong case to Government for funding of key infrastructure and services in Oxfordshire.
- Setting up a joint 'Spatial Plan Delivery Team' with our district council colleagues to produce a spatial plan to join up all planning activity for Oxfordshire as a whole.
- Ensuring that new developments are underpinned by infrastructure that supports future residents' health and wellbeing (e.g. having access to green spaces and active travel opportunities)
- Continuing to develop a balanced approach to workplace and congestion charging that tackles congestion and air quality whilst offering alternative travel options.
- Understanding the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.

How will we know we are making a difference?

Strong investment and infrastructure are secured

- ▶ Level of investment attracted
- ▶ Production of our Joint Statutory Spatial Plan
- ▶ 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

Local businesses grow and provide employment

- ▶ Number of businesses
- ▶ Employment rates
- ▶ Numbers of apprenticeships
- ▶ Levels of workforce



appendices

appendix a: oxfordshire key outcomes

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

Residents feel engaged with OCC

- Prevalence of services developed through co-production
- Number and value of opportunities for public engagement
- Rates of customer satisfaction

Our services improve and deliver value for money

- Value for money through effective use of resources
- Improvement following external inspection or audit

The use of our assets is maximised

- Progress with the One Public Estate Programme

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

People are helped to live safe and healthy lives

- 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

People play an active part in their communities

- Rates of volunteering
- Prevalence of services provided by communities

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

Our quality of life in Oxfordshire is enhanced

- Condition of highways
- Funding secured through planning obligations
- Levels of public transport use
- Rates of access to cultural services

Our local environment is protected

- Levels of carbon emissions
- Levels of energy use
- Air quality
- Proportion of household waste re-used, recycled or composted

appendix a: oxfordshire key outcomes

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- Percentage of children at a good quality school
- Rates of school attendance
- Levels of educational attainment

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

Care services support independent living

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- 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

Homes and places support independent living

- Percentage of people who report feeling safe and well
- Percentage of people living in safe and suitable housing

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

Strong investment and infrastructure are secured

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- 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

Local businesses grow and provide employment

- Number of businesses
- Employment rates
- Numbers of apprenticeships
- Levels of workforce

appendix b: further information

The targets and performance measures outlined throughout this corporate plan are open to scrutiny and engagement through a number of public documents and bodies. The following links provide further evidence and the information which sits behind this Plan:

- 1.** The **Joint Strategic Needs Assessment (JSNA)** provides information about Oxfordshire's population and the factors affecting health, wellbeing, and social care needs,
- 2.** The **Equality Policy 2018-2022** sets out how the council is approaching its responsibilities for ensuring that all residents in Oxfordshire have fair access to services and equal life chances.
Information about the way the **Council spends its budget** and how Council Tax is calculated can be found on our website.
- 3.** The **Medium Term Financial Plan** provides an overview of the council's planned expenditure and funding and financial strategy.
- 4.** The **Annual Statement of Accounts** presents the financial position of the county council. It contains a Narrative Report which complements the finance data by explaining how the council was funded during the year, the services that were delivered, and the outcomes we achieved.
- 5.** The **Performance Scrutiny Committee** challenges the delivery and performance against this Plan. We also publish **quarterly performance reports** on our website which provide information on the council's performance against our Corporate Plan priorities.
- 6.** The **Growth Board**, is a joint committee of the six councils of Oxfordshire together with key strategic partners. It has been set up to facilitate and enable joint working on economic development, strategic planning and growth.
- 7.** The **Oxfordshire Strategic Housing Market Assessment (SHMA)** was published in 2014, to understand how many and the types of homes needed by 2031.
- 8.** The **Oxfordshire Infrastructure Strategy (OxIS)** looks at the scale of the infrastructure challenges in Oxfordshire.
- 9.** **Connecting Oxfordshire**, is our Local Transport Plan (LTP4) that sets out our policy and strategy for developing the transport system in Oxfordshire to 2031.
- 10.**

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Scrutiny Annual Report

2017 – 2018

Foreword

Overview and Scrutiny forms an integral part of the Council's operations, with its influence being seen in the budget setting process, policy formation and the drive for continuous service improvement. We believe it is vital to ensure robust Overview and Scrutiny arrangements continue to be a key element of the Council's governance and decision-making arrangements, particularly in an ongoing climate of budget pressures and uncertainty.

In the face of these challenges we have endeavored to take a proactive approach to addressing current and emerging concerns, and to deliver improved services for the residents of Oxfordshire. Our aim has been to provide challenge and insight to ensure that the Council's and NHS's proposals serve the residents of Oxfordshire as fully as possible.

This year scrutiny has undertaken a considerable amount of work via reports to meetings, working groups and committee visits. Through information received and evidence gathered there have been recommendations made to Cabinet for policy changes and service improvements, with many being considered and accepted. A number of referrals have also been made to the Secretary of State where scrutiny has highlighted significant concerns with NHS proposals, and this has led to further action being taken locally.

To ensure the council's scrutiny function is as effective and comprehensive as possible, we as Chairmen continue to meet quarterly to discuss cross-cutting issues and ensure coherence across all committees. Over the course of the year, we have also made some practical changes to ensure scrutiny remains impactful.

We are proud of all that the scrutiny committees have achieved this year and look forward to a year of effective Overview and Scrutiny in 2018-19. We hope you find this report interesting and informative.



**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 later in 2018 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 to 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 mid-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. HOSC's remit covers all health and wellbeing activity. The following items are examples of items considered by the Committee in 2017/18:

- **The Oxfordshire Transformation Programme.** This included proposals for changes to obstetric services in the north of the county and changes to acute stroke services, critical care and planned care. It was this programme which led the Committee to make two referrals which are described in detail below.
- **Managing the impact of winter on Oxfordshire's health system.** A health and social care system-wide Plan was presented in November 2017, which the Committee requested was then evaluated and brought back for review, to understand the successes and areas for improvement for winter 2018/19.
- **Health and Wellbeing Strategy.** The Committee considered an overview of performance against 2016-17 priorities and the proposed health and wellbeing priorities for 2017-18. The Committee fed in comments on both the performance and priorities for consideration by the Health and Wellbeing Board.
- **Dementia services.** During this item Committee members were given an overview of dementia support in Oxfordshire including dementia diagnosis, the dementia pathway, dementia support services and end of life care for dementia patients.

- **Quality in Care Homes across Oxfordshire.** The Committee scrutinised the quality and availability of care in care homes. During this, they heard that 82% of Oxfordshire's care homes are rated 'outstanding' or 'good' compared with 76% nationally.
- **Update on changes which had been implemented in Townlands Memorial Hospital in Henley.** The Committee scrutinised the development of a new rapid access care unit (RACU) at Townlands Memorial Hospital and reviewed how this was working for patients and healthcare professionals in the area.
- **Director of Public Health's Annual Report.** The Committee commented on the report and its recommendations and agreed a number of actions to support those recommendations (e.g. encouraging take up of the 'daily mile' for schools).
- **Stroke rehabilitation services.** The Committee heard about proposals to relocate stroke rehabilitation beds in Witney to Abingdon Community Hospital. The Committee subsequently requested an evaluation of this pilot scheme to highlight the success and lessons from the scheme.
- **Chemotherapy services at the Churchill Hospital.** In response to a media story regarding chemotherapy services, the Committee heard how almost 100 patients a day received treatment at centres in Oxfordshire and there was a 10-12% annual increase in patients receiving chemotherapy.
- **Potential changes to Banbury Health Centre.** The Committee was given an early indication of potential changes to Banbury Health Centre and they fed in a strong view that services needed to continue to be delivered from the existing location. Dialogue and negotiations which followed led to a continuation of services from this location.

6.4. The examples above illustrate the breadth and depth of issues that the Committee consider. Alongside these issues, since February 2017, HOSC has made three referrals to the Secretary of State for Health (and Social Care as this role is now known as). These referrals have occupied much of the Committee's business throughout 2017/18. These referrals were:

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

Deer Park Medical Centre (DPMC)

6.6. 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 8 th 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	Two workshops have been held (January and March 2018) to seek

command public confidence and maintain an open relationship	to improve working relationships. Further detail is given below.
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6.7. 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.

6.8. 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).

6.9. 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

6.10. 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

6.11. 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.

6.12. 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.

6.13. 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.

6.14. HOSC and the CCG considered their response to the recommendations and put forward a proposal to HOSC at its meeting in April 2018.

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, has met 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.

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 will be presented to Cabinet in mid-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.
- 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 awaits evidence from Highways England to consider.
- 7.11. Councillors have been forming a response to the Highways England stakeholder consultation on the preferred corridor and 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 2017-18**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 Ruddie
Mrs Anne Wilkinson

Annex 2: Cabinet Advisory Group Membership 2017-18

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

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Division(s): N/A

COUNTY COUNCIL – 10 JULY 2018

REPORT OF THE CABINET

Cabinet Member: Leader

1. Councillor Priority Fund

(Cabinet, 17 April 2018)

Cabinet approved the setting up of a councillor priority fund and agreed guidance, process and criteria for the running of the fund.

2. Joint Working Arrangements between Oxfordshire County Council and Cherwell District Council

(Cabinet, 4 June 2018)

Local Government reorganisation in Northamptonshire has required the Leadership of Cherwell District Council (CDC) to reflect upon its future and consider what is best for its residents. As a result they are 'minded to' formally end their successful partnership with South Northamptonshire Council (SNC). While the functions of SNC are expected to be absorbed into a new unitary council, CDC will need to develop a new operating model that provides a stable platform for the continued improvement of services to residents and a sustainable financial strategy.

Prior to recent events in Northamptonshire, informal discussions between CDC and Oxfordshire County Council had already taken place on shared priorities for the locality. These include the sharing of accommodation and joint posts, with the aim being to put residents at the heart of delivery and to achieve improved services for communities through a closer working partnership.

Cabinet agreed a report that set out an outline business case for formalising shared service activity and for a programme to develop joint working arrangements. Cabinet approved the principle of joint working and the establishment of a joint Chief Executive post. Cabinet approved a set of guiding principles for joint working and delegated to the Director of Law and Governance, in consultation with the Leader, the finalisation of a s113 Agreement and agreement of the terms of reference of an informal member-led Partnership Working Group.

Cabinet Member: Deputy Leader

3. Cabinet Business Monitoring Report for Quarter 3

(Cabinet, 20 March 2018)

Cabinet considered a report that gave details of performance for quarter three 2017-18. The report is required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress

is being made to improve areas where performance is below the expected level.

4. Staffing Report, Quarter 4 2017/18
(Cabinet, 22 May 2018)

Cabinet noted a report that gave an update on staffing numbers and related activity during the period 1 January 2018 to 31 March 2018. It gave details of the actual staffing numbers at 31 March 2018 in terms of Full Time Equivalents. In addition, the report provided information on the cost of posts being covered by agency staff.

Cabinet Member: Adult Social Care

5. Adult Social Care Contributions Policy
(Cabinet, 22 May 2018))

Cabinet approved a report setting out a revised Adult Social Care Contributions Policy that outlined how the Council would ensure a fair approach to assessing the financial contributions made by people with eligible care needs towards the cost of the social care services they receive.

Cabinet Member: Environment

6. Area Highway Operations in the City Council Authority Boundary - Agency Agreement
(Cabinet, 20 March 2018)

Cabinet considered a report seeking approval to enter into an Agency Agreement with Oxford City Council to enable them to undertake, and be responsible for, the routine and reactive maintenance of and undertake minor schemes on all classified urban roads within the City boundary, including trees and public rights of way.

Cabinet approved the Agency Agreement with Oxford City Council for highway maintenance on the classified road network in Oxford subject to review and monitoring and delegate authority to officers in consultation with the Cabinet Member for Environment to give final approval to the Agency Agreement.

7. Proposals for the Creation of a Major Road Network - Consultation
(Cabinet, 20 March 2018)

At the end of 2017, the Department for Transport published consultation proposals for the Creation of a Major Road Network (MRN) for England.

The proposed MRN would complement the existing Strategic Road Network (SRN, which in Oxfordshire comprises the M40 and A34), with a similar

approach to be taken to funding and programming upgrades/improvements to the major roads proposed to be included. Unlike the SRN, the management and control of the MRN would remain with the County Council.

Cabinet approved a response to the consultation questions that set out what the main considerations and issues are for Oxfordshire.

8. Thames Water – Draft Water Resources Management Plan 2019

(Cabinet, 17 April 2018)

Thames Water are currently consulting on their Draft Water Resources Management Plan 2019 which looks ahead over the next 80 years to 2100. The consultation documents outline the proposed demand management and water supply options that Thames Water are considering.

Cabinet endorsed the key issues raised within the report by officers as the response to this consultation, including the request for immediate and regular discussion with Thames Water on the proposed reservoir in terms of its catchment and location.

9. Oxford - Gathorne Road Wingfield House - Proposed Restoration of Parking Permits

(Cabinet, 22 May 2018)

Cabinet considered a report relating to the proposed provision of residents and visitors parking permits to Wingfield House, 2A Gathorne Road, Headington, Oxford, following the rescission of the previous decision by the Cabinet Member for Environment on 8 February 2018.

Cabinet agreed not to approve the proposed changes to the CPZ Order and therefore not to provide residents and visitors parking permits to Wingfield House.

10. Minerals and Waste Local Plan: Site Allocations - Issues and Options Consultation

(Cabinet, 19 June 2018)

Following adoption of the Minerals and Waste Local Plan: Core Strategy, the County Council must now prepare Part 2 of the Plan, the Minerals and Waste Local Plan: Site Allocations. The programme for preparing the Sites Plan in the Council's Minerals and Waste Development Scheme, December 2017 sets a target date of November 2020 for adoption. The first key stage is public consultation on site options (issues and options consultation), which is timetabled for June – July 2018.

Cabinet authorised the Director for Planning & Place, in consultation with the Cabinet Member for Environment, to approve the Oxfordshire Minerals and Waste Site Allocations Plan Issues and Options Consultation Document for publication for public consultation.

Cabinet Member: Finance

11. 2017/18 Financial Monitoring & Business Strategy Delivery Report

(Cabinet, 20 March 2018)

Cabinet considered a financial monitoring report for 2017/18 that focused on the delivery of the 2017/18 budget based on projections at the end of January 2018. Parts 1 and 2 included projections for revenue, reserves and balances. Capital Programme monitoring and update was included at Part 3.

Cabinet approved virement requests and bad debt write offs, noted the Treasury Management lending list and approved the updated Capital Programme. In addition Cabinet approved the inclusion of £0.825m towards additional pupil places at King Alfred's School.

12. Provisional 2017/18 Revenue and Capital Outturn

(Cabinet 19 June 2018)

Cabinet considered a report that presented and provided commentary on the provisional revenue and capital outturn position for 2017/18 prior to the formal closure of the accounts.

Cabinet noted the provisional revenue and capital outturn for 2017/18 along with the year-end position on general balances and earmarked reserves; noted virements; approved the transfer of over and under spends to general balances; recommended Council to approve the use of £0.1m underspend on Transition fund for open access children's services which will be transferred to the Budget Priorities Reserve until required; and agreed that the surplus on the On-Street Parking Account at the end of the 2017/18 financial year, so far as not applied to particular eligible purposes in accordance with Section 55(4) of the Road Traffic Regulation Act 1984, be carried forward in the account to the 2018/19 financial year.

Cabinet Member: Local Communities

13. Transition Fund for Community Initiatives for Open Access Children's Services – March 2018

(Cabinet, 20 March and 17 April 2018)

In February 2016, the Council agreed to set aside £1m for creating a 'one off' fund to provide pump priming to support the provision of open access children's services.

In September 2017 Cabinet agreed the proposed use of the underspend of £232,674 for further rounds of grant funding with a cross party group of councillors bringing proposals back to Cabinet for decision.

Cabinet approved the recommendations of the working group that had considered the applications under the fifth and sixth round of bids against the agreed criteria outlined in the guidance notes. Six bids were agreed with variations and changes agreed to two previously agreed projects. The Cabinet Member for Local Communities was given delegated authority to approve minor changes and variations to projects in his delegated decision meetings; he was also authorised to determine an application by East Oxford Primary School and a request from Cutteslowe Community Association.

14. Revised Equalities Policy – Including Revised Objectives – Post Consultation Stage

(Cabinet, 22 May 2018)

Cabinet approved The Equality Policy and Strategy 2018-2022 that set out how the Council is approaching its responsibilities for ensuring that the principles of equality, diversity, fairness and inclusion are applied to our own workforce and the services we commission and deliver to residents. A draft of the policy went out for public consultation between January - March 2018 and the policy had been amended following feedback.

Cabinet Member: Public Health & Education

15. School Exclusion Working Group Report

(Cabinet, 17 April 2018)

A working group of Education Scrutiny Committee members has investigated the increased use of exclusion across schools in Oxfordshire with the aim of identifying the underlying reasons for this and to make recommendations to help reduce the number of fixed term and permanent exclusions in the future.

Cabinet considered the recommendations of the Working Group and asked the Director for Children's Services, in consultation with the Cabinet Member for Public Health and Education, to prepare a response for the next meeting of the Education Scrutiny Committee with a progress report to Education Scrutiny Committee and Cabinet in the Autumn.

16. Consultation on the Closure of Northfield School

(Cabinet, 4 June 2018)

Cabinet considered a report that sought their approval to consult on the future of Northfield Special School, pending the outcome of the Council's Special Educational Needs & Disability (SEND) Review.

Cabinet agreed to support a public consultation on the following two options:

- (a) Close the Northfield School, placing current students in alternate and more suitable provision, pending the outcome of the SEND Review
- (b) Continue to operate Northfield School as is, pending the outcome of the SEND Review.

17. Home to School Transport and Travel Policy

(Cabinet, 19 June 2018)

The Council had proposed and consulted upon a number of changes to its home to school transport policies applying to Post 16 students and to those of statutory school age. Cabinet approved the changes and agreed a revised Home to School Transport and Travel Policy

N.B. This decision was called in for review by the Performance Scrutiny Committee on 5 July 2018.

18. Change to Policy on 25 Hour Early Tears Funded Places

(Cabinet, 19 June 2018)

Cabinet approved a change to the policy on Full Time admissions for Reception Aged 4 Year Olds to remove the 25-hour funding offer for children deferring or not taking up a school reception place, with effect from 1 April 2019 following the decision of the Department for Education to cease funding this provision at the end of March 2019.

IAN HUDSPETH

Leader of the Council

July 2018