

## **COUNCIL – 8 SEPTEMBER 2015**

### **PARTNERSHIP UPDATE REPORT**

#### **Report by the Head of Policy**

#### **Introduction**

1. Oxfordshire County Council is engaged in a range of local partnerships, some sitting within a statutory framework, others locally designed. The shared objective of each partnership is to help us to co-ordinate and join up across the public sector and with other local partners, and to add our perspective and organisational effort to that of other local bodies to address particular challenges - whether that be protecting the vulnerable, or growing the economy.
2. Those partnerships recognised as particularly important to the overall outcomes for Oxfordshire report annually to Council, within a light touch framework which enables them to set out some of the key activities over the past year, and their aims and challenges for the year ahead.
3. There is of course a much wider landscape of partnership working beyond those in this process - ranging from informal professional networks and volunteering groups, to long-term strategic contracts.

#### **The Oxfordshire Partnership**

4. The Oxfordshire Partnership brings together organisations from the public, private, voluntary and community sectors to focus their efforts on those things that are important to people who live in, work in and visit Oxfordshire and discuss how we can work together to address the challenges we face. Its aims are set out in Oxfordshire 2030, formerly the county's Sustainable Community Strategy.
5. The Partnership meets on a bi-annual basis. Since last year's Partnership report to Council, meetings have been held on 2<sup>nd</sup> October 2014, and 31<sup>st</sup> March 2015.
6. The first of these meetings was opened with a presentation from the Thames Valley Police and Crime Commissioner, received last year's partnership update report, and included briefings from the local military, and on health and social care reform by the Director for Adult Social Care.

7. The second meeting looked at the challenges ahead for the local voluntary sector, and how they are responding to these, was briefed on the Oxfordshire Fostering Campaign and the 2015 Joint Strategic Needs Assessment, and received verbal updates from individual partnerships.
8. The Oxfordshire Partnership next meets on 16<sup>th</sup> October, with the agenda yet to be finalised at the time of writing.

## **Update Report**

9. The remainder of this report provides an update on the Oxfordshire-wide partnerships which are critical in progressing key countywide priorities, enabling partners to work across the themes of a thriving Oxfordshire, including economic growth, health and wellbeing, thriving communities, and support to the most vulnerable;
  - Oxfordshire Local Enterprise Partnership
  - Oxfordshire Growth Board
  - Oxfordshire Environment Partnership (formerly Environment and Waste Partnership)
  - Oxfordshire Health and Wellbeing Board
  - Oxfordshire Safer Communities Partnership
  - Oxfordshire Stronger Communities Alliance
  - Oxfordshire Safeguarding Children Board
  - Oxfordshire Safeguarding Adults Board
10. Each partnership report addresses the following points:
  - The current focus for the Partnership;
  - The personnel (Chairman and supporting staff) of the Partnership
  - The Partnership's governance arrangements;
  - The Partnership's key achievements in the last year;
  - The aims for the Partnership in the year ahead;
  - The key challenges for the Partnership and how these will be addressed going forward.
11. Details of the current/future work undertaken by these Partnerships are shown in Annex A to this report. Each is a snapshot at a particular point in time (with the completion date shown in the preface in each case) rather than a formal report for the financial or calendar year.
12. The most significant structural changes to report since the 2014 update are that the Spatial Planning and Infrastructure Partnership and Local Transport Board have completed their transition to become the Oxfordshire Growth Board and that the Environment and Waste Partnership is now the Environment Partnership.

13. The newly created Strategic Schools Partnership is in the process of establishing its terms of reference, working patterns, membership, and functions and will formally meet for the first time in September. Starting in 2016, the work of this partnership will be included in this yearly update.

### **Moving Forward**

14. Partnership working is increasingly important in delivering the County Council's objectives for its residents, and with the on-going financial challenges being faced by local government, we are ever more reliant on good working relationships enabling us to progress our aims and address our challenges. Given these evolving relationships, it is important that elected members consider how they want the County Council to engage with partners; how we might best influence strategic direction and scrutinise progress.

### **RECOMMENDATION**

15. **Council is RECOMMENDED to note the report.**

**MAGGIE SCOTT**

Head of Policy

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|-------------------|---|
| Contact Officer   | John Courouble<br><a href="mailto:John.Courouble@Oxfordshire.gov.uk">John.Courouble@Oxfordshire.gov.uk</a> 01865 896163 |
| Background Papers | Nil   |

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| <b>Partnership Name</b>  | <b>Oxfordshire Local Enterprise Partnership</b>                                   |
| <b>Date of completion</b>  | July 2015   |
| <b>Chairman</b>  | Adrian Shooter  |
| <b>OCC Lead Member</b>   | Cllr Ian Hudspeth   |
| <b>OCC Lead Officer</b>  | Sue Scane   |
| <b>Last Meeting Date</b>   | 7 <sup>th</sup> July  |
| <b>Next Meeting Date</b>   | 8 <sup>th</sup> September   |
| <b>Website Address</b>   | <a href="http://www.oxfordshirelep.org.uk/">http://www.oxfordshirelep.org.uk/</a> |
| <b>Governance Arrangements</b>   |   |
| <p>The Oxfordshire Local Enterprise Partnership (OxLEP) is now an incorporated company limited by guarantee (as of April 2015).</p> <p>Cllr Hudspeth is a non -executive director of the new company.</p> <p>Oxfordshire County Council acts as the accountable body for OxLEP.</p>  |   |
| <b>The current focus for the Partnership</b>   |   |
| <p>The Oxfordshire Local Enterprise Partnership is focussed on leading, championing and developing the Oxfordshire economy.</p> <p>Its primary objective is to deliver the Oxfordshire vision;<br/> <i>The Vision for Oxfordshire is that by 2030 Oxfordshire will be a vibrant sustainable inclusive world leading economy, driven by innovation, enterprise and research excellence.'</i></p>  |   |
| <b>The Partnership's key achievements in the last year</b>   |   |
| <ul style="list-style-type: none"> <li>• Successfully negotiated Local Growth Fund (LGF) rounds one and two deals – a combined investment of c.£120 million into the county</li> <li>• Developed the European Structural Investment Funds strategy setting out how Oxfordshire's c. £19.5million allocation will support growth</li> <li>• Over delivered the £1.9million Regional Growth Hub-funded Oxfordshire Business Support (OBS) programme</li> <li>• Through OBS, developed an overarching business support infrastructure that corrals and aligns organisations that support business. OBS also delivers 11 Network Navigators who help businesses navigate their way around the business infrastructure to drive growth.</li> <li>• Developed the Joint Oxfordshire Business Support (JOBS) infrastructure that better con-ordinates and aligns partners within the economic development 'family'</li> </ul> |   |
| <b>The aims for the Partnership in the year ahead</b>  |   |

Its foci over the next 12 months include overseeing the delivery of:

- Local Growth Fund (LGF) rounds one and two projects – a combined investment of c£120m into the county
- City Deal – c£55.5million of government investment across transport, innovation, skills and business support
- European Structural Investment Funds (ESIF) – After significant delays, due to challenges signing off the English programme at national level, £19.5million Oxfordshire’s ESIF programme is now live. The allocation is made up of:
  - i) £8.2million European Regional Development Fund (ERDF) – to support innovation and business support
  - ii) £8.2million European Social Fund (ESF) - to support social inclusion and skills development
  - iii) c. £2.9million European Agricultural Fund for Rural Development (EAFRD) which it will target on rural broadband, small-scale renewable energy projects and rural tourism, in line with EAFRD objectives
- The development of a pipeline of Local Growth Fund (LGF) projects in anticipation of future LGF announcements. 39 projects have come forward with a combined LGF ask of £1.6billion, leveraging in over £4billion of private sector match funding. Projects are being taken through the appraisal process to ensure we can respond quickly to any future funding announcements.
- Developing the Strategic Environmental Economic Investment Plan (SEEIP); setting out the key environmental projects and programmes that will drive economic growth and jobs creation, in advance of potential future funding opportunities (i.e. developing the project ‘pipeline’).
- Developing the Creative, Cultural, Heritage and Tourism (CCHT) Investment Plan; setting out the key projects and programmes that will drive economic growth and jobs creation, in advance of potential future funding opportunities (i.e. developing the project ‘pipeline’).
- Developing proposals to continue the Oxfordshire Growth Hub – via European Structural Investment Funds and on-going dialogue with government.

**The key challenges for the Partnership and how these will be addressed going forward.**

- Ensuring delivery against existing funding agreements, which will be mitigated by the robust performance management framework in place and the strategic oversight role of the Growth Board.

- Ensuring we are able to respond positively and promptly and be 'strategically opportunistic' as potential future funding opportunities emerge. This will be addressed by ensuring partners and stakeholders are fully engaged and aware of potential opportunities as they arise, and by developing, as far as is practicable, a robust suite of business cases (eg. CCHT & SEEIP), in advance of potential funding opportunities
- On-going financial sustainability of OxLEP. The current team's funding ends on the 31<sup>st</sup> March 2016; at this stage there is no commitment from government that they will support further core funding at any level, with an announcement expected in Autumn Statement. Notwithstanding future announcements, OxLEP continues to have dialogue with stakeholders on better alignment of existing resources to drive growth and with government on additional and on-going support.

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| <b>Partnership Name</b>  | <b>Oxfordshire Growth Board</b>  |
| <b>Date of completion</b>  | 30 <sup>th</sup> July 2015   |
| <b>Chairman</b>  | The meetings are administered and hosted on a rota basis and currently Cherwell District Council are the hosting authority.<br>Chairman: Cllr Barry Wood<br>Programme Manager: Paul Staines  |
| <b>OCC Lead Member</b>   | Cllr Ian Hudspeth  |
| <b>OCC Lead Officer</b>  | Bev Hindle   |
| <b>Last Meeting Date</b>   | 25 <sup>th</sup> June 2015   |
| <b>Next Meeting Date</b>   | 24 <sup>th</sup> September 2015  |
| <b>Website Address</b>   | <a href="https://www.oxfordshire.gov.uk/cms/content/oxfordshire-growth-board">https://www.oxfordshire.gov.uk/cms/content/oxfordshire-growth-board</a> (Public meetings - minutes are online) |
| <b>Governance Arrangements</b>   |  |
| <p>Core membership comprises Leaders or Cabinet/ Executive Members from each of the local authorities and is supported by an executive of senior officers from the six member local authorities, the Homes &amp; Communities Agency (HCA), the Local Enterprise Partnership (LEP) and other partners.</p>  |  |
| <b>The current focus for the Partnership</b>   |  |
| <ul style="list-style-type: none"> <li>To provide leadership for partnership working and collaboration on spatial planning, economic development, housing, transport, and general infrastructure across Oxfordshire.</li> <li>The leadership of the post-SHMA (Strategic Housing Market Assessment) process</li> </ul> <p>The Oxfordshire Growth Board is a joint committee with members drawn from Oxfordshire County Council and each of the City and District Councils in the county, plus representatives from other organisations. Its purpose is to manage the delivery of the cross county projects specified as priorities in the county Strategic Economic Plan. These include road improvements, improvements to rail facilities and the establishment of training and skills centres to enhance the employability of local people. The funds for these projects come from Government, together with match funding from private businesses, developers and local councils. The meetings are administered and hosted on a rota basis and currently Cherwell District Council are the hosting authority.</p> |  |
| <b>The Partnership's key achievements in the last year</b>   |  |
| <ul style="list-style-type: none"> <li>Establishment of the Growth Board.</li> <li>Oversight of the City Deal and the Local Growth Deal projects, and new Local Growth Fund project proposals, in particular the potential housing programmes in each district and the strategic transport infrastructure needed to support growth.</li> </ul>   |  |

- Developing the post SHMA (Strategic Housing Market Assessment) approach for jointly developing and testing spatial strategy options for accommodating unmet housing needs.

**The aims for the Partnership in the year ahead**

- To maintain the joint spatial strategy work programme.
- To oversee the submission of new Oxfordshire Local Growth Fund projects once a timeline is announced by Government.
- To oversee an update to the Strategic Economic Plan in support of the Local Growth Funding requirements.
- To explore the opportunities for a new Enterprise Zone for Oxfordshire and submit a proposal, as agreed by Partners.

**The key challenges for the Partnership and how these will be addressed going forward.**

- Agreement of spatial strategy options for dealing with Oxford's unmet housing need and the identification of sites, in the context of the duty to cooperate. The process will continue to have to review a number of options and many considerations.
- Agree recommendations of Local Growth Fund (LGF) projects.
- Ensuring City Deal and LGF delivery programme is maintained to support housing and employment growth.



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| <b>Partnership Name</b>   | <b>Health and Wellbeing Board</b>   |
| <b>Date of completion</b>   | 11 <sup>th</sup> August 2015  |
| <b>Chairman</b>   | Cllr Ian Hudspeth and Dr Joe McManners  |
| <b>OCC Lead Member</b>  | Cllr Ian Hudspeth   |
| <b>OCC Lead Officer</b>   | Jonathan McWilliam  |
| <b>Last Meeting Date</b>  | 16 <sup>th</sup> July 2015  |
| <b>Next Meeting Date</b>  | 5 <sup>th</sup> November 2015   |
| <b>Website Address</b>  | <a href="https://www.oxfordshire.gov.uk/cms/public-site/health-and-wellbeing-board">https://www.oxfordshire.gov.uk/cms/public-site/health-and-wellbeing-board</a><br>(Public meetings - minutes are online) |
| <b>Governance Arrangements</b>  |   |
| <p>The Health and Wellbeing Board members include District and County councillors, the Oxfordshire Clinical Commissioning Group, NHS England, Healthwatch Oxfordshire and senior officers from Local Government. Three Partnership Boards report to it - the Older People's Joint Management Group, the Health Improvement Board and the Children's Trust.</p> <p>The Health and Wellbeing Board meets in public three times a year. The Partnership Boards meet more frequently, although not always in public.</p>  |   |
| <b>The current focus for the Partnership</b>  |   |
| <p>The establishment of a Health and Wellbeing Board became a statutory requirement for every upper tier local authority through the Health and Social Care Act 2012, which took effect from April 2013. In Oxfordshire a Shadow Board met from March 2012.</p> <p>The primary objective of the Health and Wellbeing Board is to ensure that we work together to improve everyone's health and wellbeing, especially those who have health problems or are in difficult circumstances.</p> <p>To achieve this, the Board provides strategic leadership with the aim of coordinating health, social care and wellbeing services across the county, ensuring plans are in place and action is taken to realise those plans. The Clinical Commissioning Group's strategic plans are approved through the Board, and all members hold each other to account, expect good results and continue to strive for good quality in all health and social care services. The Board frequently reports to and welcomes further scrutiny from the Oxfordshire Joint Health Overview and Scrutiny Committee.</p> <p>Working together to transform the health and social care system is the only way we can continue to ensure what people need is of good quality, available to them at the right time and in the right place. A focus on prevention of ill health and the need for care, and on how best people can be supported in their own communities to stay well is changing the way all health and social care organisations work. This is reflected in the priorities and outcomes for the Health and Wellbeing Board, as set out in the Joint Health and Wellbeing Strategy 2015-19.</p> |   |

The Board is responsible for the annual Joint Strategic Needs Assessment (JSNA), which monitors trends in the health and wellbeing of Oxfordshire's population and assesses changing patterns of need and demand for services. As in previous years the JSNA was the basis for reviewing the Joint Health and Wellbeing Strategy, alongside learning from the last 12 months of implementing the strategy and consultation with key stakeholders.

The Board's overall priorities for 2016-17 were not changed in this year's refresh of the Strategy.

### **Children and young people**

**Priority 1:** All children have a healthy start in life and stay healthy into adulthood

**Priority 2:** Narrowing the gap for our most disadvantaged and vulnerable groups

**Priority 3:** Keeping all children and young people safe

**Priority 4:** Raising achievement for all children and young people

### **Adult health and social care**

**Priority 5:** Working together to improve quality and value for money in the health and social care system

**Priority 6:** Living and working well: adults with long term conditions, physical or learning disability or mental health problems living independently and achieving their full potential

**Priority 7:** Supporting older people to live independently with dignity whilst reducing the need for care and support

### **Health Improvement**

**Priority 8:** Preventing early death and improving quality of life in later years

**Priority 9:** Preventing chronic disease through tackling obesity

**Priority 10:** Tackling the broader determinants of health through better housing and preventing homelessness

**Priority 11:** Preventing infectious disease through immunisation

### **The Partnership's key achievements in the last year**

Through the work of the Board, its member organisations and the other partners, there are a number of positive developments that can be reported over the last year:

- There have been big improvements in the take up of free early education for eligible 2 years olds.
- A higher percentage of pregnant women saw a healthcare professional in the first 13 weeks of their pregnancy - 95.8% exceeding our target of 92%.
- The number of young people not in education, employment or training has continued to fall.
- Uptake of NHS Health Checks offered to 40-74 year-olds has improved.
- Over 25,000 people had help from the Community Information Network, which provides relevant, personalised information and advice about what is available to

help us keep well and what support and care there is in local areas.

- Healthwatch Oxfordshire has reviewed the Quality Accounts of service providers and brought challenge and recommendations for improvement to the Board.
- We have continued to bring together the work of health and social care with communities and the voluntary sector - our first Neighbourhood team of community health and social care staff in Wantage and Faringdon is based with local GPs.
- The number of hospital admissions for acute conditions that would not normally require hospital admission continues to fall and is below the national average.
- The growth of Extra Care Housing continues and will deliver more units in 2015/16.
- People who use health and social care services report a high level of satisfaction with their care, with access to information and receiving their support in a timely way.
- Overall the rate of breastfeeding at 6-8 weeks is higher than the national average.
- The Children and Young People's Plan for 2015-2018 was presented to the Board in July by a group of children and young people involved in producing it, and adopted by the Board.

### **The aims for the Partnership in the year ahead**

The Health and Wellbeing Board agreed its priorities for the year ahead at its meeting on 16 July 2015 when it agreed the refreshed Joint Health and Wellbeing Strategy. The Strategy sets out the indicators and targets the Board will use to measure progress on achieving the priorities set out above.

Key themes include:

- Shifting services towards the prevention of ill health.
- Reducing inequalities, breaking the cycle of deprivation and protecting the vulnerable.
- Giving children a better start in life.
- Reducing unnecessary demand for services.
- Helping people and communities to help themselves.
- Making the patient's journey through all services smoother and more efficient.
- Improving the quality and safety of services.
- Streamlining financial systems, especially those pooled between organisations, and aligning all budgets more closely.

### **The key challenges for the Partnership and how these will be addressed going forward.**

- Strengthening the role and function of the Children's Trust, and its relationship with the Oxfordshire Safeguarding Children's Board
- Addressing poor outcomes by targeting the groups or areas of the county where performance is the worst. This is being led through the Health Improvement Board where targets have been set to improve the overall average and ensure that the gap between best and worst is narrowed.
- Building on the involvement and engagement of the people of Oxfordshire, including people who use services and their families and friends, working

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| closely with Healthwatch Oxfordshire.  |  |
| <b>Partnership Name</b>  | <b>Oxfordshire Environment Partnership</b> |
| <b>Date of completion</b>  | 10 <sup>th</sup> August 2015               |
| <b>Chairman</b>  | Cllr Tony Harbour (South Oxfordshire DC)   |
| <b>OCC Lead Member</b>   | Cllr David Nimmo Smith                     |
| <b>OCC Lead Officer</b>  | Victoria Fletcher                          |
| <b>Last Meeting Date</b>   | 23 <sup>rd</sup> January 2015              |
| <b>Next Meeting Date</b>   | 30 <sup>th</sup> October 2015              |
| <b>Website Address</b>   | N/A  |
| <b>Governance Arrangements</b>   |  |
| <p>In 2014 the Oxfordshire Waste Partnership was dissolved, following agreement on the need to move away from the cost and commitment associated with the statutory joint committee, towards a more informal working arrangement.</p> <p>The 'Oxfordshire Environment Partnership' membership comprises 1 elected member representative from the County Council, the City Council and each of the District Councils.</p> <p>Secretariat support for the partnership will rotate with the Chairmanship every two years, and is currently held by South Oxfordshire District Council.</p>  |  |
| <b>The current focus for the Partnership</b>   |  |
| <p>At the first meeting of the group, in January 2015, members worked to agree on the scope of the work of the partnership together with membership, voting structures and administrative arrangements.</p> <p>The Partnership will help coordinate shared action against broader Oxfordshire 2030 pledges which relating to waste, energy, climate change, biodiversity and flooding including the monitoring of commitments and actions outlined via:</p> <ul style="list-style-type: none"> <li>• Climate Local Commitments</li> <li>• The Joint Municipal Waste Management Strategy</li> <li>• The Flood Risk Management Strategy</li> </ul> |  |
| <b>The Partnership's key achievements in the last year</b>   |  |
| <p><b>Energy and climate change</b></p> <ul style="list-style-type: none"> <li>• <b>Oxfutures</b><br/>Oxfutures is an ambitious programme to lever £15 million of investment into low energy and energy efficiency projects across Oxfordshire. The programme was been kickstarted by a grant from Intelligent Energy Europe to Oxford City Council and Oxfordshire County Council. It is delivered by the Low Carbon Hub. This year it is installing solar PV schemes in 17 Oxfordshire schools.</li> </ul>   |  |

- **Green House Gas reporting:**

This is a statutory report that can also be used by authorities to monitor the Oxfordshire Environment Partnership commitment to a 3% year on year reduction in emissions of greenhouse gases (CO<sub>2</sub> equivalent). Formal reporting to the partnership for all authorities takes place in October, but Oxfordshire County Council figures indicate that emissions from Oxfordshire's corporate estate have reduced by an average of 6% per year since 2010/11.

## **Waste and recycling**

- **Recycling rates**

Oxfordshire maintained its position as one of the highest recyclers and lowest waste producers in the country in 2014/15 with a recycling rate of 61% and household waste generated per head 432kg – less than last year.

- **Energy Recovery Facility**

In June 2014 commissioning began at Ardley Energy Recovery Facility and the first loads of waste were delivered for processing. All of Oxfordshire's residual municipal waste is now being processed by the facility reducing our reliance on landfill dramatically. The facility was officially opened by the Duke of Gloucester on 11 June 2015.

- **Foodwise**

Foodwise is an EU funded project developed to help businesses in the hospitality sector to cut their waste. The project is helping 250 small and medium sized enterprises (SMEs) across the South East of England to make cost savings and improve their environmental credentials. Businesses are provided with training, waste and energy audits and other information. The project runs until September 2015, is managed by Oxfordshire County Council and is part funded by the European Regional Development Fund.

- **New grants gained**

£28,000 was awarded to a partnership of the County and District Councils, the Community Action Group (CAG) and Bicester Green to run a year long focus on increasing Waste, Electrical and Electronic Equipment (WEEE) repair, reuse and recycling. The project will run throughout 2015/16.

## **Flooding**

- **Flooding:** A Local Flood Risk Management Strategy has been produced and published, which gives a clear vision of how flood risk will be dealt with in Oxfordshire. This is accompanied by a five year Action Plan of activities which the partnership has committed to. The various agencies are on programme on the delivery of this plan within the stated timescales with 8 actions having been completed and 22 outstanding.

- In addition to this during 14/15 Oxfordshire County Council and our Flood Risk Management partners undertook the following across Oxfordshire:
  - 99 Flooding/Drainage Investigations
  - 95 Improvement Schemes
  - 98 Maintenance works

### **Biodiversity**

- Wild Oxfordshire, Oxfordshire's Local Nature Partnership, is leading on the production of a report on Oxfordshire's biodiversity. This will be produced by March 2016
- Thames Valley Environmental Records Centre completed a re-survey of ancient woodland across Oxfordshire, this data has been uploaded to and is available to download from the National Biodiversity Network further detail is available from the records centre.
- The Local Wildlife Sites (LWS) programme has continued to monitor LWS across the county. There has been an increase, albeit relatively small, in the proportion of sites in good condition as a result of implementation of agri-environment agreements and a successful pilot of targeted site management works undertaken through the LWS framework.
- Work has commenced on an integrated map of priority habitats for Oxfordshire in association with the Thames Valley Environmental Records centre, though completion will depend upon securing further resources.
- A wide range of community partnership projects have continued to be developed and implemented. Notable ongoing initiatives include the Earth Trust River of Life project, habitat creation work by the RSPB at Otmoor which has supported an improved population of breeding waders and the activities of the recently established Catchment Partnerships which are supporting a wide range of work in support of the Water Frameworks Directive.

### **Cross –cutting**

- **Strategic Economic and Environmental Investment Plan**  
Led by the Local Enterprise Partnership, this document will highlight the value of the environment to our local economy, including the natural environment, rural economy and low carbon industries. It will highlight a number of projects that can help support economic growth, and it is hoped this report will stimulate inward investment to fund priority projects and schemes.

### **The aims for the Partnership in the year ahead**

The purposes of the newly constituted partnership are:

- To work together in the delivery of those joint priorities set out above

- To scrutinise and seek to measure progress against targets and commitments
- To share resources including funding to pursue joint aims and objectives and where this presents best value or economies of scale
- To share information, approaches and best practice, and avoid duplication
- To champion the aims of the partnership within respective organisations.

**The key challenges for the Partnership and how these will be addressed going forward.**

- There is no current specific support for the partnership either within Oxfordshire County Council nor in partner organisations.
- Administration has agreed to be shared between authorities on a revolving basis (every 2 years).

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| <b>Partnership Name</b>  | <b>Oxfordshire Safer Communities Partnership</b>  |
| <b>Date of completion</b>  | 24 <sup>th</sup> July 2015  |
| <b>Chairman</b>  | Cllr Sandy Lovatt   |
| <b>OCC Lead Member</b>   | Cllr Kieron Mallon  |
| <b>OCC Lead Officer</b>  | Dave Etheridge  |
| <b>Last Meeting Date</b>   | 13 <sup>th</sup> July 2015  |
| <b>Next Meeting Date</b>   | 26 <sup>th</sup> November   |
| <b>Website Address</b>   | <a href="https://www.oxfordshire.gov.uk/cms/content/oxfordshire-safer-communities-partnership">https://www.oxfordshire.gov.uk/cms/content/oxfordshire-safer-communities-partnership</a><br>(Public meetings - minutes are online) |
| <b>Governance Arrangements</b>   |   |
| <p>Elected-member Board meets 3 times per year and is supported by an officer-led Business Group that meet 6 times per year. The Chairman attends Oxfordshire County Council Performance Scrutiny meeting every year.</p> <p>A draft working protocol has been developed with Oxfordshire Safeguarding Children Board (OSCB) and will be extended to include Oxfordshire Safeguarding Adult Board (OSAB) and the Children's Trust next year.</p>   |   |
| <b>The current focus for the Partnership</b>   |   |
| <p>We are currently reviewing the partnership, especially the role and responsibilities of the Board – the review will be concluded by March 2016. There are four (out of 6) new elected-members of the Board and therefore the July meeting focused on information sharing and briefing to bring members up-to-date with community safety issues and priorities.</p> <p>We are currently focusing on developing an Oxfordshire Preventing Extremism strategy which will be supported by district Prevent action plans. In addition, there is a need to better understand Modern Slavery in the Oxfordshire context and to develop a plan to support victims, tackle offending and engage communities.</p> <p>On-going activities include:</p> <ul style="list-style-type: none"> <li>• raising awareness of Child Sexual Exploitation (CSE) through supporting the Oxfordshire Safeguarding Children's Board CSE sub-group</li> <li>• supporting the coordination of domestic abuse prevention activity across the county, including FGM, forced marriage and honour-based violence</li> <li>• preventing crime and Anti-Social Behaviour through the district Community Safety Partnerships</li> <li>• reducing re-offending through the youth justice service, drug and alcohol treatment services and supporting the Integrated Offender Management programme (the latter through the new Community Rehabilitation Company).</li> </ul> <p>Our priorities are listed under the aims for the Partnership below.</p> |   |



### The Partnership's key achievements in the last year

A key role of the partnership is to distribute Police and Crime Commissioner (PCC) funding to community safety partners to deliver projects to reduce crime and Anti-Social Behaviour. The following highlights some of the core activities that have been delivered using this funding:

- Community Safety Partnerships developed local Child Sexual Exploitation (CSE) action plans to increase awareness of the risks of CSE amongst their local communities, including a national human trafficking conference in April 2015 and delivering training for over 500 front line staff on behalf of Oxfordshire Safeguarding Children's Board.
- Community Safety Partnerships also delivered a range of youth diversionary projects to successfully reduce Anti-Social Behaviour and improve the safety of town centres at night e.g. *SKATE* in West Oxfordshire; *Youth Activators* in Cherwell; *DAMASCUS* in South & Vale; and *Positive Futures* in Oxford City.
- Youth Justice Service gained the 'Restorative Justice Quality Mark' in recognition of their work.
- The County Council Drug and Alcohol Team *ASPIRE* project provided volunteering, education, training and employment opportunities with specialist support for 43 ex-offenders leaving prison, which achieved positive outcomes e.g. 100% maintained housing status, only 2% re-offended, 19% employed.

The partnership also:

- Supported transition of Domestic Abuse Champions network to a social enterprise, which is now being rolled-out across Thames Valley.
- Reviewed the governance of domestic abuse prevention activity in Oxfordshire and identified need for strategic lead for *Domestic Abuse and Exploitation*, within the County Council.
- Set up the Oxfordshire Channel Panel (chaired by Oxfordshire's Chief Fire Officer) to support those vulnerable to extremism.
- Strengthened the relationship between social care services in the County Council and the district Community Safety Partnerships.

### The aims for the Partnership in the year ahead

Priorities for 2015-16 include:

- Reducing Anti-Social Behaviour through local activity led by the district Community Safety Partnerships
- Reducing violence against the person by tackling alcohol-related disorder and violence associated with the night time economy (by Community Safety

## Partnerships)

- Preventing youth offending through activity co-ordinated by the Youth Justice Service
- Reducing reoffending through tailored interventions with adults (e.g. Integrated Offender Management) by the Community Rehabilitation Company
- Reduce the harm caused by the misuse of alcohol and drugs through a range of treatment (opiate and non-opiate) services
- Reduce the risk of domestic abuse and human exploitation through supporting victims of domestic abuse, raising community awareness of Child Sexual Exploitation, developing a strategy for tackling modern slavery, supporting the police and other agencies with supporting people with mental health needs who are victims or perpetrators of crime and reducing the risk of extremism through implementing the new Prevent duty across Oxfordshire.

**The key challenges for the Partnership and how these will be addressed going forward.**

Supporting new Board members whilst reviewing the partnership, to agree roles and responsibilities: a workshop is being organised in October to discuss the role of the partnership with Board members.

Ensuring clear links between the Oxfordshire Safer Communities Partnership and other countywide partnerships: a working protocol has been developed with Oxfordshire Safeguarding Children's Board and will need to be extended in the new year to include the Oxfordshire Safeguarding Adults Board and the Children's Trust.

Implementing the new Prevent duty: the Oxfordshire Safer Communities Partnership Business Group (the officer group which supports the Board) will have its first meeting as the Oxfordshire Prevent Risk Management Group in September 2015 to discuss progress and identify gaps.

Developing a new Modern Slavery strategy for Oxfordshire once the new guidance has been published; the current focus is on understanding the issues for Oxfordshire

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| <b>Partnership Name</b>  | <b>Oxfordshire Stronger Communities Alliance</b>  |
| <b>Date of completion</b>  | 15 <sup>th</sup> July 2015  |
| <b>Chairman</b>  | Rt Revd Bishop Colin Fletcher & Cllr Hilary Hibbert-Biles   |
| <b>OCC Lead Member</b>   | Cllr Hilary Hibbert-Biles   |
| <b>OCC Lead Officer</b>  | Jonathan McWilliam  |
| <b>Last Meeting Date</b>   | 25 <sup>th</sup> June 2015  |
| <b>Next Meeting Date</b>   | 22 <sup>nd</sup> October 2015   |
| <b>Website Address</b>   | <a href="https://www.oxfordshire.gov.uk/cms/content/oxfordshire-stronger-communities-alliance">https://www.oxfordshire.gov.uk/cms/content/oxfordshire-stronger-communities-alliance</a><br>(Public meetings - minutes are online) |
| <b>Governance Arrangements</b>   |   |
| <p>The Oxfordshire Stronger Communities Alliance (OSCA) brings together 23 members from voluntary sector support providers, faith groups, representatives of local councils, the NHS, military and police.</p> <p>OSCA Partnership meetings are held three times a year.</p>   |   |
| <b>The current focus for the Partnership</b>   |   |
| <p>The focus for OSCA for the forthcoming year is:</p> <ul style="list-style-type: none"> <li>• Developing capacity and capability within the voluntary sector</li> <li>• Raising the profile of volunteers and increasing the numbers</li> <li>• Shaping and organising to be able to influence commissioning</li> </ul> <p>This will be supported by Oxfordshire Community Voluntary Action and Oxfordshire Rural Community Council along with Oxfordshire Community Foundation.</p>   |   |
| <b>The Partnership's key achievements in the last year</b>   |   |
| <p>OSCA has continued to build capacity amongst the voluntary and community sector organisations it represents. It has been promoting new funding opportunities and working through the member organisations to work with smaller organisations and communities building sustainability and capacity.</p> <p>Work has continued supporting the community transport review and Oxfordshire Rural Communities Council have implemented a project 'Circles of Support' recruiting volunteer drivers in targeted areas that cannot be met by existing car schemes.</p> <p>The partnership was also instrumental in a joined up approach to National Volunteers Week where a series of fairs were held around the county to promote the Voluntary and Community Sector (VCS) and engage with potential new volunteers. During the Autumn OSCA will continue to work to increase the number of volunteers.</p> |   |

A number of other projects have continued to thrive and grow including the Charity Mentors programme and Future Building Fund both accessed through the Oxfordshire Community Foundation.

Networks have been established such as the Children & Young Peoples Forum, and these are proving popular to both the VCS and public sector as a way of disseminating good practice and understanding each sectors requirements and service provision.

### **The aims for the Partnership in the year ahead**

The VCS and commissioners will continue to work in partnership to facilitate the sector's access to public sector contracts. Commissioners will work with the sector to increase their understanding of the procurement process and develop commissioning to reduce disadvantages that the sector identifies from new EU procurement rules.

As the trend for single contracts continues OSCA will need to provide the infrastructure for VCS partners to collaborate and form consortia to ensure they have the experience, capacity and financial reserves to bid for contracts. OSCA are currently looking at ways of supporting this work.

The OSCA members continue to secure the maximum funding available for the county and will continue it strong links with the Oxfordshire Local Enterprise Partnership (LEP). Identifying funding opportunities for the sector through sustainable economic growth and bids for European funding.

Work is also underway with Oxfordshire Community Foundation to map VCS services across the county under the '[Data for Good](#)' project. This will help to identify gaps in service provision and to help new organisations coming forward to determine a need for their services.

### **The key challenges for the Partnership and how these will be addressed going forward.**

- Funding streams for the VCS are continually being reduced at a time when there is an increasing demand for their services. OSCA will address this challenge by promoting access to new funding streams.
- OSCA will need to build capacity and resilience in the sector to be able to effectively compete in a competitive market place for commissioning services
- VCS organisations are under increasing time and financial constraints and often don't have the capacity for forward thinking. The Charity Mentors and Future Building Fund aims to address this by building capacity.

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| <b>Partnership Name</b>   | <b>Oxfordshire Safeguarding Children Board</b>       |
| <b>Date of completion</b>   | 27 <sup>th</sup> July 2015                           |
| <b>Chairman</b>   | Maggie Blyth   |
| <b>OCC Lead Member</b>  | Cllr Melinda Tilley                                  |
| <b>OCC Lead Officer</b>   | Hannah Farncombe                                     |
| <b>Last Meeting Date</b>  | 16 <sup>th</sup> July 2015                           |
| <b>Next Meeting Date</b>  | 24 <sup>th</sup> September 2015                      |
| <b>Website Address</b>  | <a href="http://www.oscb.org.uk">www.oscb.org.uk</a> |
| <b>Governance Arrangements</b>  |  |
| <p>The Oxfordshire Safeguarding Children Board (OCSB) is led by an independent chair and includes representation from all six local authorities in Oxfordshire, as well as Probation, Police, Oxfordshire Clinical Commissioning Group, Oxford University Hospitals NHS Trust, Oxford Health NHS Foundation Trust, schools and Further Education colleges, the military, the voluntary sector and lay members.</p> <p>The Board meets 3 times per year and is supported by an Executive Group that meets 6 times per year.</p> <p>There are three area groups to ensure good communication lines to frontline practitioners.</p>  |  |
| <b>The current focus for the Partnership</b>  |  |
| <p>The OSCB remit is to co-ordinate and ensure the effectiveness of what is done by each agency on the Board for the purposes of safeguarding and promoting the welfare of children in Oxfordshire. This is done in two ways.</p> <p>(1) Co-ordination of local work by:</p> <ul style="list-style-type: none"> <li>• Developing robust policies and procedures.</li> <li>• Participating in the planning of services for children in Oxfordshire.</li> <li>• Communicating the need to safeguard and promote the welfare of children and explaining how this can be done.</li> </ul> <p>(2) To ensure the effectiveness of that work:</p> <ul style="list-style-type: none"> <li>• Monitoring what is done by partner agencies to safeguard and promote the welfare of children.</li> <li>• Undertaking Serious Case Reviews and other multi-agency case reviews and sharing learning opportunities.</li> <li>• Collecting and analysing information about child deaths.</li> <li>• Publishing an annual report on the effectiveness of local arrangements to safeguard and promote the welfare of children in Oxfordshire.</li> </ul> |  |
| <b>The Partnership's key achievements in the last year</b>  |  |
| <p><b>Ofsted Inspection:</b> The OSCB was judged as <b>good</b> by Ofsted in May 2014 review of the effectiveness on the LSCB.</p>  |  |

**Learning and Improvement:** The OSCB worked on seven different serious case reviews. Three reviews were completed and published. This included the high profile case review following 'Operation Bullfinch', which resulted in seven men being found guilty of child sexual exploitation (CSE) and abuse in Oxfordshire going back over 8 years. The review is the largest case review undertaken in Oxfordshire, based on the number of victim-witnesses. For each review a learning summary was produced highlighting key messages for practitioners and managers.

Quality assurance work examined over 500 different children's cases through audit. The multi-agency audits concentrated on the themes of mental health, assessment and decision making in multi-agency working and the Multi-agency Risk Assessment Management Plan (MARAMP) for young people at higher risk of harm.

The OSCB ran six learning events for practitioners. Attendees commented, "*Discussing how the findings are reflected in current practice meant that I learnt more about other agencies' current context*". In all cases young people or parents were involved in the programme. Practitioners commented, "*Hearing from the victims was an inspiration; moving and striking*"

**Training:** OSCB training was delivered to 8000 members of the children's workforce. More face-to-face training and learning was delivered: 3664 delegates compared to 2170 last year. More on-line learning was completed: 4537 courses compared to 1338 last year. There was a roll-out of a new format for learning following serious case reviews. Course feedback is that 80% of delegates rate it as good or excellent. They have told us: *It was very informative and offered reassurance in confirming the referral process.*

**Communications:** The OSCB website was updated for better access and content. The OSCB delivered termly newsletters to over 4000 members of the multi-agency workforce, which was a greater number than last year. The OSCB set up a virtual education network with a bi-monthly e- bulletin for early years, educational and further education settings.

**Safeguarding procedures:** The OSCB conducted a gap analysis of local procedures against the pan-London procedures. The gaps were prioritised and all top priority changes were implemented within the year. This led to them being rated by Ofsted Inspectors as "*comprehensive and up to date*".

**Scrutinising the effectiveness of services:** The OSCB reviewed the work that is done to support vulnerable groups and held lead officers to account with respect to:

- Early Help
- Vulnerable learners
- Disabled children
- Children at risk of CSE
- Young people with a range of complex needs

**Child Sexual Exploitation:** The OSCB has a strong CSE subgroup led by the Oxford Commander for Thames Valley Police. In July, in response to the Government's request on publication of the 'Bullfinch' serious case review, the

OSCB published the stocktake report it commissioned outlining progress made by agencies in tackling Child Sexual Exploitation (CSE) across the County.

The report highlighted the good progress made by all organisations in providing specialist support services for victims of CSE; bringing more perpetrators to justice through the use of new disruption methods; ensuring schools, academies, further education colleges, and the wider community understand how to spot the signs of children at risk of exploitation; and demonstrating the impact of changes by the NHS to bring school nurses into every secondary school, train the range of different NHS professionals and work together to support the victims of abuse.

### **The aims for the Partnership in the year ahead**

#### **To provide leadership & governance**

1. Strengthening accountability across partners
2. Engaging with local communities
3. Listening to children and families

#### **To drive forward practice improvement**

4. Addressing neglect through inter-agency workforce effort
5. Safeguarding vulnerable adolescents
6. Training with impact

#### **To scrutinise and quality assure**

7. Testing if learning is embedded from serious case reviews
8. Challenging compliance with safeguarding standards

### **The key challenges for the Partnership and how these will be addressed going forward.**

**All challenges are identified in the Business plan.** Board business is more tightly driven through processes such as an action log, challenge log, risk register and exception reporting against the Business plan. In summary;

**The Chair has developed local strategic relationships** to ensure that safeguarding risks in the child protection partnership are understood and managed effectively at the highest level. Safeguarding Summits take place on a bi-annual basis in order for the OSCB to engage with partners at a strategic level. Board representation from the voluntary sector is being put in place. Work with local communities is taking place to ensure that key safeguarding messages are understood.

**The Board has set a clear schedule of reporting to** ensure that key safeguarding issues are challenged and practice is improved. The focus this year will be ensuring that the neglect local pilot is effectively reviewed and learning is rolled out across the county; that there is a co-ordinated and multi-agency response to safeguard adolescents and that the review of safeguarding training leads to improved impact on practitioners in the safeguarding system.

**The Board has a quality assurance programme in place** led by a subgroup,

which tests how well learning from case reviews is embedded in to practice across the safeguarding system through multi-agency audits and scrutinises how well partner agencies' safeguarding arrangements can show change.



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| <b>Partnership Name</b>  | <b>Oxfordshire Safeguarding Adults Board</b>                         |
| <b>Date of completion</b>  | 7 <sup>th</sup> July 2015  |
| <b>Chairman</b>  | Sula Wiltshire (Interim Chair)                                       |
| <b>OCC Lead Member</b>   | Cllr Judith Heathcoat  |
| <b>OCC Lead Officer</b>  | Seona Douglas  |
| <b>Last Meeting Date</b>   | 22 <sup>nd</sup> April 2015  |
| <b>Next Meeting Date</b>   | 6 <sup>th</sup> August 2015  |
| <b>Website Address</b>   | <a href="http://www.safefromharm.org.uk">www.safefromharm.org.uk</a> |
| <b>Governance Arrangements</b>   |  |
| <p>The board includes members from all statutory agencies, including: Oxfordshire County Council, Thames Valley Police, NHS Oxfordshire, Oxford Health NHS Foundation Trust and the Oxford University Hospitals NHS Trust.</p> <p>The Board has working relationships with other Boards and partnerships across the County, including the Oxfordshire Health and Wellbeing Board to whom we submit an Annual Report.</p> <p>The Annual Report is also presented to the County Council's Performance Scrutiny Committee.</p>  |  |
| <b>The current focus for the Partnership</b>   |  |
| <p>The purpose of the Oxfordshire Safeguarding Adults Board is to create a framework within which all responsible agencies work together to ensure a coherent policy for the protection of vulnerable adults at risk of abuse and a consistent and effective response to any circumstances giving ground for concern or formal complaints or expressions of anxiety. Safeguarding Adult Boards became statutory bodies on 1<sup>st</sup> April 2015 following the implementation of the Care Act 2014.</p> <p><b>Aims:</b></p> <ul style="list-style-type: none"> <li>• Ensure that all incidents of suspected harm, abuse or neglect are reported and responded to proportionately, and in doing so:</li> <li>• Enable people to maintain the maximum possible level of independence, choice and control</li> <li>• Promote the wellbeing, security and safety of vulnerable people consistent with their rights, capacity and personal responsibility, and prevent abuse occurring wherever possible</li> <li>• Ensure that people feel able to complain without fear of retribution</li> <li>• Ensure that all professionals who have responsibilities relating to safeguarding adults have the skills and knowledge to carry out this function</li> <li>• Ensure that safeguarding adults is integral to the development and delivery of services in Oxfordshire.</li> </ul> <p>There are six sub groups which report to the Safeguarding Adults Board, which in addition to the list below includes a Monitoring and Evaluation Sub Group, which has been established to scrutinise and hold to Board to account.</p> |  |

- **Policy and Practice:** To oversee the development and implementation and review of local policies and procedures that ensure: the abuse of vulnerable adults is identified where it is occurring; that there is a clear reporting pathway; that there is an effective and coordinated response to abuse where it is occurring; that the needs and wishes of the vulnerable adult are central to the adult protection process
- **Training:** To provide a comprehensive multi agency training programme to support single agency training in the areas of prevention, recognition and responsiveness to abuse and neglect.
- **Safeguarding Adult Review :** To provide assurances to the OSAB that the recommendations and learning from all relevant serious case reviews (with multi agency characteristics) have been considered, and that the relevant learning and recommendations are being implemented.
- **Dignity in Care:** To help ensure that everyone in Oxfordshire experiences dignity in the care and support they receive, and to assist OSAB in its work.
- **Deprivation of Liberty Safeguards:** To ensure that Deprivation of Liberty Safeguards are effectively and lawfully applied across Oxfordshire.
- **Monitoring and Evaluation:** To receive data on agencies' performance and to undertake audits to establish agencies' effectiveness in safeguarding adults at risk.

#### **The Partnership's key achievements in the last year**

- At the end of June 2015, the OSAB underwent a sector-led improvement process, the Peer Review. Oxfordshire asked that the South East region Association of Directors of Adult Social Services (ADASS) lead a peer review of the safeguarding board. This covered; how the Board works together; is the Board meeting its new roles due to the Care Act; decision-making processes, how it decides what is important/urgent; and who 'owns' safeguarding' in partner organisations and what are the governance arrangements. The final report will be presented to the Board in late September and the findings will form the substantive work plan for the Board and the partnership going forward.
- The previous Chair has stepped down and a new Chair has been appointed and is due to start with the OSAB in September 2015. The new Chair, Sarah Mitchell currently works as the Director of Towards Excellence in Adult Social Care (TEASC) for the Local Government Association and was previously the Strategic Director of Adult Social Care and Health in Surrey.
- This year has seen the creation of the Strategic Safeguarding Partnerships Manager post to oversee the Oxfordshire Safeguarding Children's Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB) and the current post-holder is Tan Lea.

- The Establishment of a shared Business Unit to support the OSCB and OSAB.

**The aims for the Partnership in the year ahead**

- To ensure the findings from the Peer Review report are fully acted upon.
- To seek assurance from the partnership that they are Care Act compliant.
- To ensure that partners are clear on what cases need to come to the Board to be considered for a Safeguarding Adult Review.
- To update and improve the website.

**The key challenges for the Partnership and how these will be addressed going forward.**

To develop a budget for the Board ensuring proportional contributions from partners to enable the Board to have sufficient capacity to undertake its statutory functions as laid out in the Care Act and to implement the findings from the Peer Review.

This will be a challenge in a time when agencies are working to reduced funding from Central Government. The new Chair will open discussions with the partnership senior officers to ensure that the Board is sufficiently resourced in a fair fashion to ensure one agency isn't left covering the all the costs incurred to meet the statutory duties.