

Section 2

Corporate Plan

Thriving communities for everyone in Oxfordshire



DRAFT CORPORATE PLAN 2018-21

POINTS OF NOTE. The following will be completed before final publication:

- Resolution to outstanding **highlighted** drafting notes and placeholder text.
- Addition of introductory/scene setting text to the whole document.
- Inclusion of complete performance measurement information (following Performance Scrutiny and Council in March)
- Inclusion of key information on the next stage of the Fit for the Future programme.
- Design work to enhance its branding, presentation, navigation and layout (considering both printed and online design).

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FOREWORD / INTRODUCTION (TBC)

#TO BE ADDED IN FINAL DRAFTING STAGE TO REFLECT DOCUMENT CONTENT#

DRAFT

Our Vision

Thriving communities for everyone in Oxfordshire

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

Thriving communities

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

Thriving people

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

Thriving economy

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



Our Strategic Direction

To achieve our vision for Oxfordshire, we have set some overarching themes that guide our approach and run throughout this document.

Some of these themes are specific to service areas and align closely with particular elements of our vision: others are cross-cutting strategic themes that help to shape significant areas of our work – including our partnerships with others. These themes are:

- Delivering **excellent services for our residents**
- **Transforming the council** in the best interests of our residents, including through better use of digital and technology
- Supporting a **skilled and effective workforce**, for both the council and across the county
- Taking a '**Leadership of place**' role, championing Oxfordshire and local communities
- Building **capacity, cohesion and resilience in local communities**
- Tackling inequalities and **improving life chances**, including supporting and safeguarding the most vulnerable people in the county
- Enabling sustainable **economic growth and improved infrastructure**, including housing
- Investing in growth and service outcomes through our **investment strategy**
- Working effectively **with the NHS** to improve the **health and wellbeing** of Oxfordshire's residents
- Embedding approaches to **demand management** as we redesign our services, particularly in adult and children's social care
- Ensuring **environmental resilience** and sustainability
- Being able to **respond effectively to emerging and/or unexpected issues**, as an organisation and with partners.

Our Values

As a county council we have core values that guide the way we work to deliver our vision.

Our core value: We do the best we can for residents

This means we:

- work together in a supportive and honest way
- strive to find the best solutions
- are open to change and doing things differently.

We do the best we can for residents 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 work together in a supportive and honest way means:

- We are open and transparent about 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 strive to find the best solutions 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 what we have committed to.

We are open to change and doing things differently means:

- We ask for, and listen to, the ideas of others.
- We look for opportunities to improve the customer experience/overall service performance 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.

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.

ABOUT OXFORDSHIRE

We are proud of our county.

Oxfordshire is diverse and dynamic with 678,000¹ residents and over 30,000 businesses. Beyond the historic city of Oxford, the county has a thriving network of villages and market towns, with fast-growing towns from Banbury and Bicester in the north of the county to Didcot, Abingdon and Henley in the south, Thame and Wheatley in the east, to Witney and Carterton in the west.

Oxfordshire is a very rural county - the most rural in the south-east of England. A third of the total population of Oxfordshire (223,100, 33%) lives in rural areas and we have three Areas of Outstanding Natural Beauty: the Cotswolds, the Chilterns and the North Wessex Downs, as well as two national trails, and over 100 Sites of Special Scientific Interest.

Oxfordshire benefits from thriving local communities and a high level of engagement in politics and service delivery. Our society is active, with an estimated 4,500 voluntary and community organisations in the county. A vibrant parish and town sector gives voice to local communities as well as, in many cases, providing important local services. Outside of Oxford City, every resident is represented by one of 316 town or parish councils. Our network of town and parish councils and voluntary and community groups is already mobilising, to reshape the way that public services are delivered now, and in the future.

We are a growing county: our own forecasts¹ predict an increase in the number of Oxfordshire residents of 27% between 2015 and 2030, taking the total population of the county from 677,900 to 864,200. We are also becoming a more diverse county with 16.4% of our residents coming from non-white British backgrounds. The county's black or minority ethnic (BME) community almost doubled between 2001 to 2011 from 4.9% to 9.2% of the population, with considerable variation in ethnic composition.

We are a centre of academic research, science, and innovation and home to the oldest university in the English-speaking world, currently ranked the world's best. The county is a hub for internationally important medical and scientific institutions and enterprises, not least in the Science Vale area, home to the Culham Centre for Fusion Energy, the Rutherford Appleton Laboratory, Diamond Light Source, and the UK Space Gateway.

Oxfordshire has close to full employment, with most people employed locally - 82% of our working residents have jobs within the county border. Earnings remain relatively high and Oxfordshire's economic output per head is 22% above the national average; put simply, our economy is doing well.

¹ From the Joint Strategic Needs Assessment:

http://insight.oxfordshire.gov.uk/cms/system/files/documents/1%20Executive%20Summary%20JSNA%202017_0.pdf

Oxfordshire is a single economic area, making it easier to align plans around housing, employment, transport, and skills. We have one 'Local Economic Partnership' (LEP) covering Oxfordshire which reports that Oxfordshire has grown faster since the last recession than any other LEP area in England. We have taken a lead role with local partners in securing £215m in government investment over the next five years to meet the infrastructure and housing targets associated with our growth.

The county's location is also strategically important, with easy access to London and Heathrow and major regional cities such as Birmingham and Bristol. We stand at the western end of the increasingly significant Oxford-Milton Keynes-Cambridge Arc, to which the Government committed millions of pounds of funding and support in the November 2017 Budget. The county also benefits from major transport corridors including the A34, A40, M40, important current and future rail routes, and popular waterways and cycle routes.

More data and detail about Oxfordshire can be found on our webpages through '[Oxfordshire Insight](#)'; Insight aims to provide evidence and data to support strategic policy development within Oxfordshire, across the full range of partners we work with.

Opportunities and challenges in Oxfordshire

We celebrate Oxfordshire's many positive attributes, but we also recognise the many issues and challenges we face. Over recent years, we have risen to national economic challenges by creating and making the most of opportunities. As a result, between 2009 and 2015 our economy grew by over 30% in cash terms.

This growth brings benefits, and opportunities, but also challenges: congestion, rising house prices, shortages of appropriate sites for growing businesses, rising demand for public services such as education and health, and a strong desire to protect our natural environment. The challenges we now need to respond to are:

- **Rapidly growing and ageing population.** As of mid-2015, the Office for National Statistics (ONS) estimated the total population of Oxfordshire was 677,900 residents (including students and armed forces). Oxfordshire County Council population forecasts, based on expected housing growth, predict an increase in the number of Oxfordshire residents of +183,900 people (+27%) between 2015 and 2030, taking the total population of the county to 864,200. This is more than double the growth of the previous 15-year period (2000 to 2015). Our population is not only growing but ageing too; each district in Oxfordshire has seen an historic growth in the number of residents who are 85 years and over, increasing 47% over the 15 years to 2015. This age group is predicted to rise over the next 15 years by 92%.

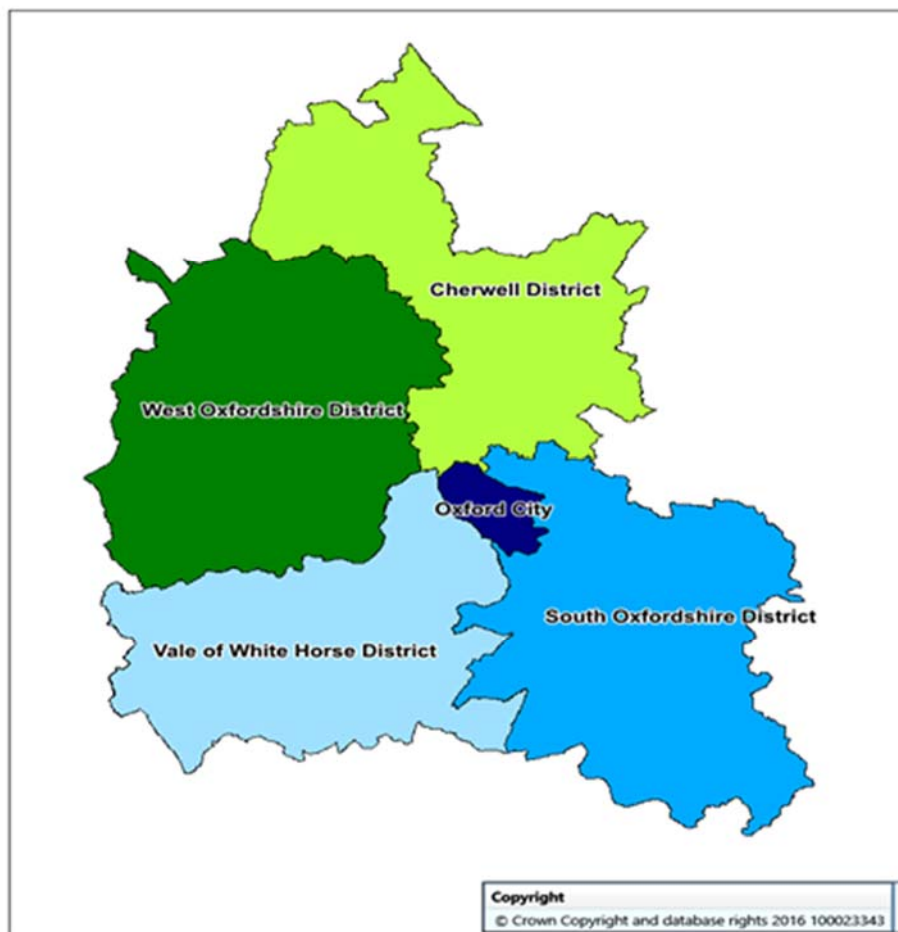
- **Growing demand and cost of housing.** The Oxfordshire Strategic Housing Market Assessment sets out a need for 100,000 new homes between 2011 and 2031 (of which 11,000 have been built to date). Our forecasting suggests this will result in a 27% increase in the population by 2031. The growing population and resulting demand for housing in the county is driving up the cost of houses at a higher rate than earnings and 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. Buying a family home now requires the equivalent of 2-3 average earners per household in each district in Oxfordshire.
- **Reducing public funds alongside a growing demand for services.** As a result of reduced Government grant funding, Oxfordshire County Council has made savings of more than £350m over the last seven years. The need for our most expensive services continues to rise steeply. As people live longer, with more long term health conditions, we are anticipating that more people and their families and carers will need local authority help. We are also seeing increasing numbers of adults with a learning disability presenting to the county council. Demand for children's services is rising too. Since 2010 the number of children in Oxfordshire who were the subject of a child protection plan has more than doubled, while those who are formally 'looked after' has increased by a third. Last year saw a 20% increase in referrals to children's social care and an 18% increase in child protection investigations. Some increases have also been seen nationally, but not to the same extent as in Oxfordshire.
- **Pressure on our transport and infrastructure.** The growth in housing and population presents a challenge to provide excellent transport infrastructure to support connectivity between housing and jobs and community hubs like GP surgeries and schools. We estimate that around £8bn of investment will be required to ensure Oxfordshire's physical, social, and environmental infrastructures are fit to deal with the scale of planned development.
- **Workforce challenges.** The thriving local private sector economy has led to challenges recruiting staff at all levels in the public sector, due to the high cost of housing relative to earnings and very low levels of unemployment in the county. This has affected public services, from frontline care workers to GPs and head teachers.
- **Deprivation and inequality.** While we are generally a prosperous county, there are some significant pockets of deprivation. Fifteen local areas within Oxfordshire fall within the 20% most deprived neighbourhoods in England (for context, 193 fall within the 20% least deprived). Of these, the majority are within Oxford City, with others in Banbury and Abingdon. We also have some 5,500 people in Oxfordshire who might struggle to access services they need because they cannot speak English well.
- **Local response to Brexit.** The opportunities and challenges arising from Brexit are currently unclear for Oxfordshire and its public services. Withdrawal from the EU is likely to have significant implications for public services, such as those provided by the county council, and for the county more widely. The county seems well placed to adapt to any changes, whether positive opportunities or less

desirable outcomes. Pressures on public services are likely to be felt in procurement, workforce, environmental, waste, and employment regulations. Additionally Brexit could have implications for the patterns of enterprise and trade in the private sector, and for Oxford's universities.

- **Collaboration and integration between health and social.** The local health and social care systems continue to work together to ensure that people are discharged from hospital as soon as safe, and that the care and support they need is available. Improvements have been made, but there is still much more to do in this area and all partners remain focused on this.
- **Educating the next generation.** Educational attainment continues to improve, but remains below the levels we would expect and aspire to achieve. The proportion of pupils taught in schools rated as good or excellent by Ofsted continues to rise and we are working with our partners to improve attendance as this is known to have a positive impact on attainment.
- **Prevention and early intervention.** Significant changes have been made to the way that early help is provided for people, with a far greater emphasis on taking a partnership approach rather than being the sole responsibility of the county council. We are working with partner organisations, community groups, and people, families and carers themselves to identify how best to access the support people need, as early as possible, to prevent needs escalating.
- **Rurality.** The rural nature of the county can be a barrier for people accessing services. Embracing digital solutions to customer contact and service delivery can help tackle this, but it requires a shift in culture and expectations for the county council and residents alike. We cannot completely replace traditional approaches including phone and face-to-face contact without affecting access to services in different ways.

Local government in Oxfordshire

Local government operates a 'two-tier' system in Oxfordshire. This means that there is a county council providing services across the whole county responsible for 80% of total local government spending, and five districts: Oxford City, Cherwell District, West Oxfordshire District, South Oxfordshire District, and Vale of White Horse District providing services to residents in their geographic areas. The following map illustrates the district council boundaries within the county, more detailed information can be found on our [website](#).



In addition to the county and district councils, all areas of the county, other than the parts of the city of Oxford, are currently 'parished' and there are 15 town councils, 233 parish councils and 68 parish meetings. Parishes and town councils are important partners in the local community that we work with and are a vital link on local issues.

The following shows the population each council in Oxfordshire serves, the number of councillors serving them and examples of the services they usually provide:






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	ONS official mid-2015 population estimate	Number of councillors	Examples of Services Provided	
Oxfordshire County Council	678,000	63	<ul style="list-style-type: none"> • Child protection • Fostering and adoption • Adult social services • Education support • Roads and transport • Fire and rescue service • Waste disposal 	<ul style="list-style-type: none"> • Public health • Libraries • Trading standards • Countryside access • Parking • Registrar and coroner services.
Cherwell District Council	146,000	48	<ul style="list-style-type: none"> • Housing and benefits • Parks and leisure • Local planning • Street cleaning • Waste collection • Environmental health • Council tax collection • Electoral registration • Parking. 	
Oxford City Council	160,000	48		
South Oxfordshire District Council	137,000	36		
Vale of White Horse District Council	127,000	38		
West Oxfordshire District Council	109,000	49		
TOTAL	678,000	219		
Town and Parish Services				
15 Town councils 233 Parish councils 68 Parish meetings			<ul style="list-style-type: none"> • Allotments • Burial Grounds, Cemeteries, Churchyards and Crematoria • Bus Shelters • Community Centres • Footpaths. 	<ul style="list-style-type: none"> • Parking places • Tree planting • Traffic calming • Litter bins and anti-litter campaigns • Public toilets • War Memorials.

We work closely with our local government partners, as well as with many public, private and voluntary sector organisations to provide joined-up services. We discuss how we do this throughout the following themed sections and in the 'way we work' section.

About Oxfordshire County Council

Elections in May 2017 returned 63 councillors to the county council.

Party name	Seats won
 Conservative Party	31
 Labour Party*	14
 Liberal Democrats	13
 Independent	4
 Henley Residents Group	1

*including co-operative affiliates.

The composition of the new council has changed considerably from the previous council, with larger numbers of younger and female councillors. The average age has fallen from 63.5 prior to the most recent election to 58.8 in June 2017, and the proportion of women councillors on the council has risen from 37% under the previous administration to 44% now; we are proud that this figure is 11% more than the national average of 33%².

These 63 councillors make up the full council and are responsible for setting the democratic structure of the council as well as the constitutional and policy framework for the organisation. The democratic structure is organised as follows:

FULL COUNCIL

Sets the Constitutional and Policy frameworks.
Agrees the budget
Holds Cabinet to account
Considers matters of importance through motions and public questions

CABINET

Takes key decisions

Recommends the Budget & Policy Framework to Council

SCRUTINY

Performance
Education
Joint Health Overview (HOSC)

Scrutinise performance
Call-in decisions
Scrutiny reviews
Advise on policy

COMMITTEES

Audit
Planning
Pension
Remuneration

Take non-Cabinet decisions

² <https://www.ippr.org/news-and-media/press-releases/more-than-3000-female-councillors-needed-to-reach-50-50-gender-balance-in-local-government>

Full council delegates its authority through a delegated decision-making structure. This is made up of Executive functions, with decisions by the Cabinet, individual cabinet members and officers under delegated authority, and non-executive functions undertaken through scrutiny and other non-executive committees

A Conservative Independent Alliance (Conservative councillors plus two Independent councillors) forms the current administration. The Cabinet, responsible for key decisions, currently consists of nine councillors, with the following portfolios:

- Leader (holding the responsibility for functions such as strategy, corporate and community leadership, major external partnerships and economic growth and development)
- Deputy Leader (holding responsibility for functions such as governance and internal management, HR and industrial relations, customer services, fire and rescue, trading standards and emergency planning)
- Cabinet Member for Adult Social Care
- Cabinet Member for Children and Family Services
- Cabinet Member for Environment
- Cabinet Member for Finance
- Cabinet Member for Local Communities
- Cabinet Member for Property, Cultural Services
- Cabinet Member for Public Health and Education

The council's scrutiny function involves non-Cabinet Members in Oxfordshire (taken to include all the councillors and the co-opted members of scrutiny committees), examining the county council's functions and performance, challenging the plans and decisions of the Cabinet. There are currently three scrutiny committees: an overarching Performance Scrutiny committee, an Education Scrutiny committee and the Joint Health Overview Scrutiny committee (a joint committee with Oxfordshire district councils and some co-opted members).

Locally, our councillors work on Oxfordshire's behalf in many forums, including council committees and working groups and extending to parish activities, voluntary and community groups. More information on your councillors can be found on our [website](#). Councillors also work on engaging national decision-makers and opinion-formers, such as our local MPs in Westminster and Ministers in Whitehall. The council monitors parliamentary questions and debates, Select Committees and information from government and other bodies, to make sure Oxfordshire's issues are raised in national debates.

Our finances

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).

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:



In recent years, government grant into the Council (and other local authorities across the country) 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. As demand for statutory social care services has continued to rise, this has resulted in the 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 (of which 40% was due to the reduced government grant and 60% due to the rise in demand for statutory services).

Public money in Oxfordshire

Local government in Oxfordshire is only part of the picture of locally-provided public services. The pie chart below provides some context for the scale of spending within the county by different organisations. The largest costs fall to locally-provided National Health Services, followed by spend on benefits (Department of Work and Pensions), then local government (21% of all spending, of which over 80% is by the county council), followed by costs of schools and then the police (shown as Thames Valley Police or TVP below).

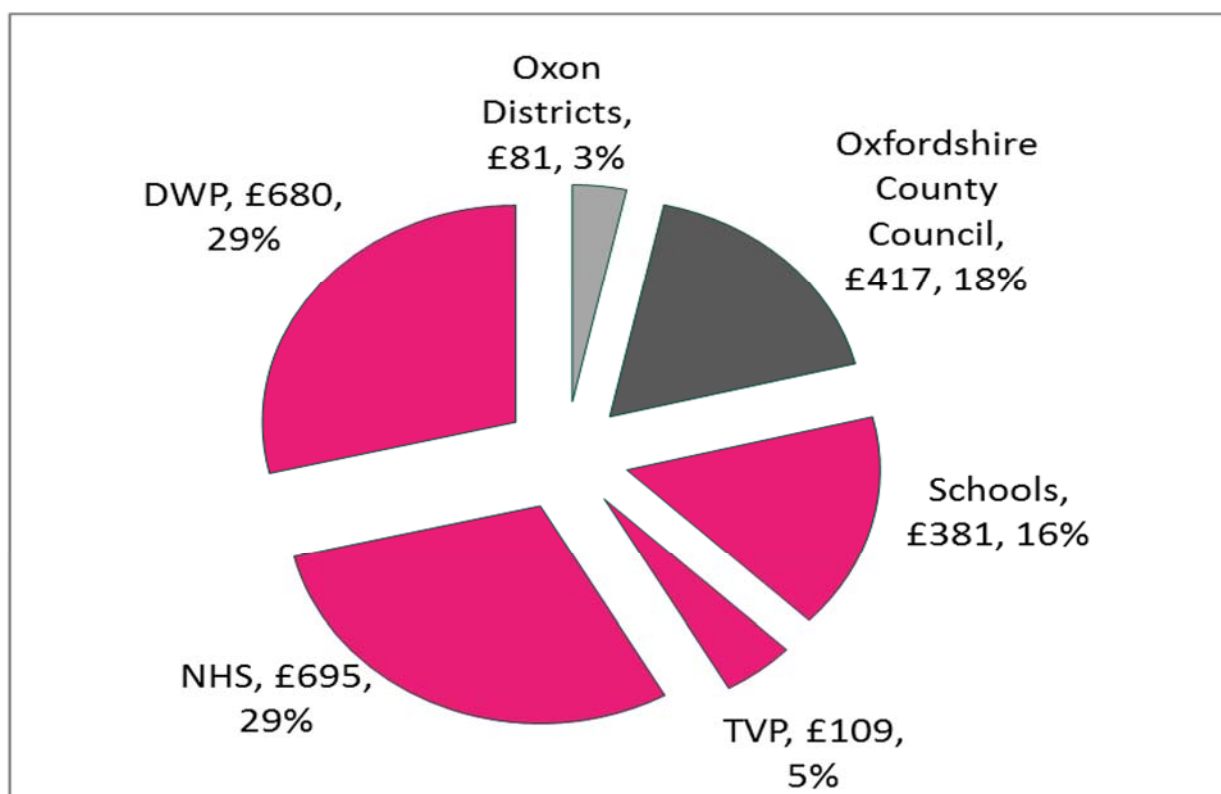


Chart: Annual Public Spending in Oxfordshire (£m). Sources: various.

This plan in the wider context

This document sits in a wider context of working to improve quality of life in Oxfordshire, where we work with partners in the public, private and voluntary sector to achieve the best outcomes for our residents. We have demonstrated huge success by working in partnership, shown by the [Oxfordshire Growth Board](#) who secured £215 million in the 'Growth Deal' for investment in housing and infrastructure in the county.

Since 2008, we have been working with our partners towards a vision for [Oxfordshire 2030](#), which we will refresh over the next year, to develop a joint vision for 2050. The partnership landscape in which we work to deliver long-term visions is complex. It is becoming increasingly important with the move towards more collaborative, cross-organisational approaches to meeting the needs of Oxfordshire residents.

More detail on our partnership working can be found in the section 'how we work'. The [Annual Partnerships Report](#) contains details on how we have progressed partnership working. Some of the key partnerships are:

- Oxfordshire Health and Wellbeing Board (statutory)
- Oxfordshire Safeguarding Children Board (statutory)
- Oxfordshire Safeguarding Adults Board (statutory)

- Safer Oxfordshire Partnership
- Thames Valley Emergency Services Collaboration (statutory)
- Oxfordshire Stronger Communities Alliance
- Oxfordshire Strategic Schools Partnership Board
- Oxfordshire Early Years Board
- Oxfordshire Growth Board
- Oxfordshire Local Enterprise Partnership
- Oxfordshire Environment Partnership

Underpinning these formal partnerships is a network of informal and formal working relationships, sub-groups / working groups and contractual agreements that help to deliver services in line with partnership strategies and priorities. There are also a number of strategies developed by the partnerships listed above, which focus on t specific areas of responsibility.

We have aligned this document, our internal planning and our partnership work to achieve good outcomes for Oxfordshire. The following diagram shows our Corporate Plan in context, illustrating the 'golden thread' of strategic planning to ensure every action and interaction we take has the vision as its intended outcome.



DELIVERING OUR VISION

Thriving communities for everyone in Oxfordshire

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



This section describes in detail how we intend to deliver thriving communities for everyone in Oxfordshire, taking each priority in turn to demonstrate where we are starting from, where we want to be and how we will make the changes necessary to achieve our vision.

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

Why is this important?

Oxfordshire County Council puts residents at the heart of everything we do. We exist to serve our residents and communities; not only do they pay (directly or indirectly) for the services we deliver, they also receive and use our services. Our communities are ones of place, ranging from inner city areas through to historic market towns, villages to rural hamlets. Our communities are also interest groups 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. We must listen to councillors, residents and our different communities to develop our approach and ensure that we are responsive to local issues and local need. It is also important that people see the council as providing value for money, constantly challenging itself to improve and embracing new opportunities and ways of working to help deliver effective and efficient services that make best use of public resources.

Our work that contributes to this priority includes:

- 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.

Where will we be by the end of this Plan?

Our residents will work as our partners in the design, purchase and delivery all of our front-line services. Our residents and communities will shape our services from the earliest stages. We will use diverse channels to talk to with residents and will be listening intently to understand what matters most to people and how we can improve their experience of the services we provide. Our communities will see us as open and transparent; they will have complete confidence that we will respond well to their needs and desires. In experiencing our services, residents will feel and know that they are getting maximum value for the pounds we spend.

Where are we now?

Engagement with residents

The majority of our staff, and partners we work with, are in day-to-day contact with residents, businesses and communities through the services we deliver. These are the places where we informally talk to our residents and gather feedback. More formally, we carry out [public consultations](#) on particular issues affecting people, including areas for change and improvement. We also seek feedback on specific services, through regular surveys, for example in highways or adult social care, and more generally through our Residents' Survey.

Our elected councillors are visible and active in their local communities, whether with individuals, community groups or more formally at council meetings. We offer clear routes for complaints if people are not satisfied with what we've done, and we are committed to learning from these and making necessary changes to improve things.

We engage residents, communities and partners online through our website or social media channels like [Facebook](#) and [Twitter](#). We recognise there is much more we can do using digital routes to reach our communities in a way that is more accessible and locally relevant. However, we also recognise that some people need or prefer to access our services through traditional methods.

We pride ourselves on our engagement with children and young people. Over the years we have developed various forums and methods to enable this to happen effectively. One young person explained why this work is so important: "*We need to hear children's and young people's views, it's their life and usually a young person's views are pushed to one side or people turn a blind eye, where we make sure they get heard*".

A new forum has been established to reach out to all children and young people in Oxfordshire called [VOXY](#) (Voice of Oxfordshire Youth) and members sit on our children's partnership, the 'Children's Trust', to feed directly into decision-making processes. VOXY also enables effective partnership working and less duplication of engagement and consultation with young people.

Children in Care, and those leaving care, are reached via the [Children in Care Council](#) and the new forum OCLA (Oxfordshire Care Leavers Association). They have members sitting on the Corporate Parenting Panel and feed directly into discussions and decision-making processes about improving the care system. The following quote shows what a difference this work makes: *“Since joining the Children in Care Council (CiCC), I have gained so much confidence because I get input on things that I otherwise wouldn't. I feel that my opinions are valued and I have learned about what goes on in the background thus making me feel safer”*.

We also have been developing an approach to ‘co-production’ involving those who use our services at all stages of the design, purchasing, implementation and monitoring. This has already been well utilised in adult social care and is now being rolled out further across the council.

Improving our services and providing value for money

We have a good track record of delivering services that people value and that provide value for money. By delivering £350 million of savings in the last seven years with new approaches to service delivery we have maintained almost all of our services, showing we can deliver value for money. We think our efforts have contributed to the 89% of people in our residents’ survey who say they are satisfied with Oxfordshire as a place to live, work and raise a family.

We also know that when people use our services, they are generally happy with them. Our Adult Social Care user survey of 2017 showed that 90% of people are satisfied or very satisfied with what we do. We also know that we provide ‘good’ children’s social care services. In an Ofsted inspection in May 2017, the council was rated as good across all three key categories of its inspection:

- Children who need help and protection
- Children looked after (including adoption performance and experiences and progress of care leavers)
- Leadership, management and governance.

We are aware of the need to continuously strive to improve what we do and how we do it. We must also ensure that we provide the best value for money we spend on services, which means working in the most efficient ways possible.

Feedback is most valuable when we can use it to transform and improve our services. Our adult social care services teams currently work in collaboration with individuals and their families to agree how best to meet their care and support needs. Wherever possible, we establish the outcomes the person wants as a result of a safeguarding intervention. Our personalised approach means that we work in ‘co-production’ with people at risk of harm, including where the person lacks mental capacity to make a specific decision themselves, to help individuals and their advocates/families to make their own decisions about their own care needs.

Similarly, we have restructured our teams who maintain and develop the county’s highways network to make them area-based. This means we can work locally, putting us more closely in touch with local areas, and helping us to better when

responding to the needs of individual communities and residents. Internally, our services often seek customer feedback. Legal Services always surveys customers when the department has provided a service. The feedback is used to improve services.

We have taken strides forwards in using technology to transform some of our key services. Whether we are streamlining online access to our services, or designing new digital services, the benefits will include greater efficiency and reduced costs, freeing our resources to attend to the most important priorities. What we are learning through this work is giving us knowledge to re-apply to other service improvements, making us both more 'digitally capable' as a council and better at designing services which meet residents' needs.

We are also driving down costs across our services wherever we can. For example, as one of the highest performing local authority areas in England for recycling and waste management, we are saving taxpayers' money, as it is cheaper to dispose of recycled household waste than the waste in residual bins. We also provide a number of waste reduction services to reduce the amount of waste we have to recycle to begin with. And we have a rigorous Internal Energy Strategy which aims to keep our costs at or below 2014/15 levels through active energy management and effective procurement of energy supplies.

Over the last seven years, we have delivered significant savings through changes that mean we can do more with our money.

How will we achieve our vision?

To meet our commitment to listen to residents, the county council must continue to change and improve how we work; we are doing this in several ways. Our programmes of change are both council-wide and service-specific, all aligned to ensure we listen and respond, to provide value for money

Our 'Fit for the Future' transformation programme will ensure that all of our services are working together effectively, as well as with partners and communities, to deliver better outcomes for the county. The programme will deliver:

- Improved customer experience through anytime, anywhere, simple and easy access for residents and businesses.
- A 'One Council' approach to service delivery.
- A digital solution to ensure an integrated system approach which focuses on our customers.

We are also changing the way we are delivering individual services to put service users, residents and communities at the heart of what we do. We are seeking to design, purchase and deliver services such as adult social care in partnership with those it serves. This 'co-production' approach will build help us learn lessons, improve and expand successful approaches across the council as we progress.

Oxfordshire has been awarded £210,000 to support delivery of our One Public Estate activity. Our new One Public Estate Partnership brings together local authorities and other public sector partners to improve service delivery to residents,

visitors, workers and businesses in the county and to deliver better value for the public purse by co-locating our services. We have been awarded funding to develop feasibility studies for three projects to co-locate and dispose of land in Witney (Welch Way), Bicester (Queens Avenue) and to provide a shared depot facility. We anticipate this work will start in 2018/19 and continue beyond if we move towards delivery of the projects. The Partnership will also be looking at other opportunities to make best use of our shared estate and to co-locate services across the county.

A full list of the actions we are planning to improve, including how we listen to residents and plan to deliver improved, value for money services can be found in Annex A and includes the following key activities. We will:

- Work in partnership with adult social care service users to design, purchase, deliver and monitor services.
- Promote 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.
- Review our responsiveness to community priorities and our capacity to join-up across services at the local level, including with partners. This will include reviewing how services are configured to ensure we can plan and engage locally. It will include reviewing any relevant governance considerations, including the role and function of councillor-led Locality Meetings and how they can more directly engage district, town and parish councils.
- We will lead the 'One Public Estate' programme with other public organisations (NHS, district councils, Police and OxLEP) to spend our allocated funding on ensuring services are delivered efficiently and in a coordinated way.

How will we will know we're getting it right? [to be developed Jan/Feb]

The feedback we gather from all residents, and those using our services, will help us identify where we are getting it right and where we can improve. We will use information we collect to assess how effectively we are engaging with residents. We will look both at levels of residents' satisfaction and at the degree to which engagement leads to service improvement and value for money.

Indicators such as number of complaints resolved, number of Freedom of Information requests handled and information on the attendance at meetings are all likely to be relevant to us as proxy measures to help us gauge whether we are getting it right for residents. Social media interactions will also be part of the feedback, such as 'follows', 'likes' and 'retweets'.

Existing measures for the monitoring of budgets and the impact of our spending are robust but can be reviewed. More sophisticated measures of the value of money spent may be considered in the longer term.

THRIVING COMMUNITIES

Why is this important?

We know community is what ties people together; it is the thread that unites our residents across the county and creates a sense of belonging. A thriving community also needs an environment within which to thrive. If we have thriving communities, residents will feel a strong sense of place in their local area. If we create thriving communities, everyone will feel able to participate in community life in the ways they choose, if they feel part of something people will look out for one another. The county council cannot, on its own, ensure that every community thrives, but we have a significant role to play in supporting community planning, capacity and resilience and enabling local leadership. We call this Leadership of Place. Our councillors are important local advocates, connecting all the areas of Oxfordshire to meet the needs of residents. Together with local organisations such as district, parish and town councils, voluntary organisations and residents themselves, thriving communities in Oxfordshire means building a sense of togetherness.

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

Why is this important?

Being active within our society helps individuals feel less lonely, have a more vital and varied life, stay healthy, feel safe and feel happier. For thriving communities to become a reality, every resident needs to feel they can play a part in their community. To do this, they first need to be safe and healthy. This means working through existing services and groups to build, encourage and support communities to thrive. It is important that we address the inequalities that exist for people in their health, achievement and safety to give everyone the chance they deserve.

The work we undertake both as a council and in partnership that contributes to this priority includes:

- 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 through our Safe and Well visits and Trading Standards activity.
- Safeguarding children and adults to ensure they stay safe.
- Maintaining safe highways.

Where will we be by the end of this Plan?

We want Oxfordshire to be an increasingly rich mosaic of thriving, vibrant and empowered communities. We want the county to be a place where everyone can feel equally supported and empowered by that sense of community. We want everyone to feel safe and healthy enough to play an active part in the community they choose, whether these be communities of place or of interest. We will join forces wherever we can and want our vibrant network of organisations to bloom, with our parish councils, town councils and voluntary groups empowered to step into new roles and powers in delivering local services. The voice of local communities will be loud and clear, with a strong role in enhancing local services. We want every single community in Oxfordshire to thrive and grow stronger, becoming the people-power that drives the way forward.

Where are we now?

Playing an active part in communities

We know that volunteering is one way in which people can gain personal benefits and can help their community thrive. There are many volunteers within Oxfordshire who support delivery of important services in the county including our library service.

Over 4000 charities and community groups in the county work with volunteers, helping the delivery of local services and supporting thriving communities across Oxfordshire. We provide funding and support to help build volunteering capacity in the community including the development of a website '[Oxon Volunteers](#)' that makes it easier to match good causes with people who wish to volunteer.

Over the past few years, we have shifted our focus from being mainly a provider of services, to being an enabler, committed to creating the right environment for communities to be able to do things for themselves and to take ownership of local priorities. For example, since May 2016, we have been talking to local communities, town and parish councils and the voluntary sector about developing community-led solutions to deliver [open access children's](#) services such as Stay and Play, and Bumps to Babes. Over £750,000 has now been allocated to community-led organisations to continue open access children's services in local communities in 28 children's centres. This approach has yielded more than twice as much again in match-funding from other organisations/grant funders and is credit to the management groups who have tenaciously campaigned, volunteered and supported the projects.

Another example of our work to encourage active communities is in Henley-on-Thames where the town council has been paying for and carrying out grass-verge cutting on behalf of the county council for eight years. The scheme has resulted in a higher quality and more frequent cuts that better meets the needs of the town. The benefits of working together are shown by the following comment from Henley Town Council: *"The days of criticising the county council and expecting them to deliver all the services because traditionally it's been their responsibility to do so, are a thing of the past. We must work together to provide excellent services for our residents"*.

We support the [Oxfordshire Armed Forces Covenant](#), which sets the framework for supporting military communities across the county. We deliver this in partnership with military representatives and service charities to ensure military service personnel and their families are not disadvantaged and are treated fairly.

We currently work to ensure that inclusion and involvement in the council's democratic decision-making is as straightforward as possible, to give people the greatest opportunity to take an active involvement in local politics. Our elected members are community leaders; they provide the link and representation to all local communities across the county. They also work at the local level in numerous community and voluntary organisations to improve local quality of life.

Councillors and officers work alongside residents and communities to design and improve services where we can. Our councillors raise local issues through the council's formal county-wide structures but we also have a locally-based forums for councillors to raise issues on their community's behalf. Local ways of working are something we are keen to explore further. By working more closely with communities and our partners we can give residents a better experience and deliver better outcomes for those we serve.

Healthy lives

We are there from the start of life: we work with the NHS and other partners and contract public health services to ensure that children can have the best start in life, and work with partners to ensure that new parents and growing families can continue to look after their healthcare needs. We commission services including health visitors who visit women in the antenatal period and then support families and children from birth to age five. Children then receive services such as school nurses who provide information, advice and support for young people on topics such as mental wellbeing, healthy lifestyles and sexual health. As well universal health promotion, nurses also provide drop-in sessions for one-to-one support with young people. They work alongside several other partners including teachers, GPs, Child and Adolescent Mental Health Services (CAMHS), sexual health and substance misuse services.

We seek to prevent people from becoming unwell by identifying problems early and providing advice to help them stay healthy. We commission [NHS Health Checks](#) for those aged 40 to 74 and have seen greater numbers of people in the county taking these simple check-ups to identify their health needs. We also participate in a range of behavioural and [lifestyle campaigns](#) (for example stopping smoking and healthy eating), work to support mental wellbeing, and input into community safety activities.

We also offer help and signposting to those who need a helping hand to tackle life's challenges. For example, we provide support for those suffering from drugs or alcohol dependency, those wishing to quit smoking, those with sexual health concerns, and advise on the prevention of chronic disease due to obesity. We also support families and carers of those who need extra support.

Through [Health and Well-Being Board](#) arrangements we monitor the uptake of cancer screening and immunisation programmes. We work with partners to ensure that they maximise participation in these important programmes.

Safe lives

Our [Fire and Rescue Service](#) is well-known for keeping our communities safe. Not only do they provide an emergency response but they also ensure businesses and public buildings are safe from fire and other emergencies, and give advice and help to residents to prevent fire in their homes.

[Safe and Well visits](#) are made by our Fire and Rescue staff to people's homes, to help prevent incidents and accidents. This can include checking smoke alarms, but also provides a valuable personal contact for vulnerable residents to raise broader concerns about safeguarding. We link many of our services together through our Safe and Well Visits. For example, not only do we check for fire safety and risk, but we also support people to avoid rogue traders, avoid scams, avoid slips, trips and falls and identify where they may need additional help from our social care teams.

In addition, our [Trading Standards](#) activities help us to identify and protect residents against frauds, scams and rogue traders. We offer advice to businesses and individuals to protect themselves; increasingly advice is being provided against the threat of cyber-attacks, online scams and other risks from use of the internet. We aim to provide confidence and reassurance to all residents on issues including consumer product safety, the safe storage of hazardous items (from petrol to fireworks) and the integrity of the food chain. The benefits to businesses and individuals are both financial and in the form of peace of mind.

Our Adult Safeguarding Service exists to ensure vulnerable adults have their wishes considered in keeping them safe from harm, abuse or neglect. Alongside our prevention angle, we also investigate safeguarding concerns about people with care and support need. We provide safeguarding information and advice to vulnerable people themselves and to providers to prevent harm, where possible. The service promotes the use of advocates is promoted to help people make informed choices about their outcomes. Where there is doubt about a person's ability to make a specific, time-related safeguarding decision, a mental capacity assessment takes place to help them do so.

We work with partners to ensure that all our functions are discharged with a view to safeguarding and promoting the welfare of children and to protect children and young people from harm. We work with 33 other partner agencies and organisations through the '[Oxfordshire Safeguarding Children Board](#)' (OSCB) to cooperate with one another on the safeguarding and welfare of children and young people. The role of the OSCB is to scrutinise and monitor this process for individual organisations, and to ensure that local agencies co-operate and work well to achieve this. The Board covers communication, quality assurance, learning from serious case reviews, reviewing child deaths and ensuring sound safeguarding policies and procedures are in place.

Our highways activities also keep people safe by ensuring our roads are in a good state of repair and our streets are well lit. Our Trading Standards activity complements this by working to combat HGVs exceeding weight limits.

In addition to the services we provide directly, we work with our local authority, police, NHS and probation service partners through the Safer Oxfordshire Partnership to ensure we identify and respond to key local crime and disorder issues in a joined-up way, which contributes to overall community safety and resilience. The partnership was established over 20 years ago with the introduction of the Crime and Disorder Act which made statutory authorities responsible for tackling crime and disorder issues which are identified as a local priority.

How will we achieve our vision?

To meet our commitment, we will continue to deliver the services that support this: Fire and Rescue Services, Public Health, Trading Standards and Road Safety. In all we do, we will work with our residents, community and voluntary sector partners.

We will work with our partners through the [Safer Oxfordshire Partnership](#) to tackle negative street culture and its links to drugs and exploitation, tackling organised crime groups, reducing violent crime, reducing anti-social behaviour and implementing the government's Violence against Women and Girls Strategy by tackling domestic abuse and other interpersonal crimes.

By the spring of 2018, the council will develop a '*Working Locally Strategy*', which will identify the actions and changes that need to be made to deliver the community focus we need across the council. It will set out how the council will engage, make decisions and deliver at the local level. It will draw together all the existing work of the council and our partners in building community capacity and resilience, and will seek to enable more local control and more locally managed resources.

A full list of what we will do to achieve safe, healthy and active lives can be found in Annex A but this includes the following key activities:

- Developing a 'Working Locally Strategy' to identify how the council will engage, make decisions and deliver at the local level.
- Continuing to develop the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services.
- As part of our Fire and Rescue Strategy, we will help more vulnerable children and adults to lead more secure and independent lives through our safe and wellbeing visits.
- Reviewing our local safeguarding arrangements in the light of the Children and Social Work Act 2017 and new Working Together arrangements.
- Ensuring that services work together seamlessly to provide continuity of support for people, including at key points of transition such as from children's to adults' services or leaving hospital to return home.
- Ensuring resources are focused on providing safer walking and cycling facilities and we will update the council's Active & Healthy Travel Strategy (AHTS).
- Promoting health and healthy lifestyles through our public health campaigns, including the 'NHS Health Checks' programme which offers adults a cardiovascular 'MOT' and looks at many lifestyle factors such as obesity,

physical activity, smoking, blood cholesterol levels, diabetes, blood pressure and alcohol consumption.

- Fully implementing the transformation of daytime opportunities, supporting the transition to new models of provision delivered by the council and within the community, including supporting individuals to identify different ways to meet their care and support needs effectively.
- Reviewing our museum service to ensure it can reach as many people as possible now and in the future.

How will we know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be standalone indicators, or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies, such as the Health and Wellbeing Board, or other Fire and Rescue services in the Thames Valley, will be important in helping us to assess our performance.

The council's three scrutiny committees will help ensure that the council's activities are effective.

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

Why is this important?

For communities to thrive, every person in the community needs to thrive and the environment in which communities live and work needs to thrive too. It is under this priority that almost all of our residents will come into contact with the council as everyone needs to use our roads, cycleways or footpaths to move around. It is important we continue to focus on sustaining and improving those services which can affect every person in Oxfordshire. However, some residents will need additional help and support from us to get the same life opportunities as everyone else, and this priority provides that support.

The work we undertake, both as a council and in partnership, that contributes to this priority includes:

- 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 maintenance.

Supporting and protecting the local environment (for example work on Areas of Outstanding Natural Beauty, air quality and flood alleviation).

Where will we be by the end of this Plan?

Oxfordshire will be the envy of England for its quality of life. Our rich rural and natural landscapes will provide the ideal backdrop to a connected county. Every resident will be connected to high quality digital services, and our communities will move around with ease on our roads, footpaths and cycle routes. These connections will unlock the right growth in the right places. Our communities will have the spaces they need to bring people together and an environment that is protected for them and future generations thanks to innovative thinking and next-generation technology.

Where are we now?

Enhancing the quality of life in our communities

We help to ensure that, wherever people live in the county, they have access to services that help improve their quality of life.

For example, access to [local library services](#) greatly enhances people's quality of life; they have access to books, the internet and computers, language and music resources and the libraries are a place where family history can be found and carers' support groups meet. Our commitment to library services in the county remains strong, and in recent years we have transformed our service delivery to place it on a sustainable footing in the context of decreased core funding. As a result of our continued support for community libraries, and with strong support and involvement by people in local communities, Oxfordshire still has a full library network which meets the needs of the places and people they serve.

We promote active travel which helps people to make more journeys by walking and cycling. Our increasing use of digital channels, which enable remote access to our services, reduces the need for unnecessary travel. We support the activities of the [Oxfordshire Sports and Physical Activity Partnership](#), which provides sport and active recreation opportunities across Oxfordshire so that everyone can participate in sport and active recreation and reach their full physical potential.

We work with a wide range of partners including schools, district councils, businesses, health and care providers, the voluntary sector, housing developers and academic partners to support two 'Healthy New Town Programmes' in [Bicester](#) and [Barton](#). These are place-based population-wide health prevention programmes that aim to ensure these are places where healthy behaviour is easy, fun, affordable and inclusive. The programmes focus on the physical and built environment as a means of supporting the health and wellbeing of the local population.

Work led by our Fire and Rescue Service and local communities to develop [community resilience](#) and emergency response plans helps to ensure that people in Oxfordshire are ready should we be affected by natural hazards, extreme weather, extensive disease outbreaks or terrorist attacks. This also helps create a sense of community and community cohesion, which brings other benefits in everyday life.

We provide a range of support to the county's schools and educational settings, which play such a critical role in the quality of community life. We help children and their families to thrive in their communities during the vital school years through advice on school admissions, provision of local transport to school, Special Educational Need and Disability (SEND) provisions or peripatetic music services.

Protecting the local environment

We are one of the highest performing local authority areas in England for recycling and waste management - with recycling rates of 58%. This saves taxpayers' money as it is cheaper to dispose of recycled household waste than the waste in residual bins. We provide a number of waste reduction services to reduce the amount of waste we have to recycle.

We created, and fund the [Community Action Groups](#) (CAG) network. The CAGS co-ordinators provide capacity-building support for any community group in Oxfordshire working on non-political environmental matters and help them develop, become effective in their communities, and to become sustainable. This not only helps protect the environment but also helps support people to be active in their communities.

We have a lead role in protecting the local environment and we seek to support and improve the 'natural capital' available to our residents. We host projects that provide direct environmental benefits to residents, we ensure that housing and infrastructure development considers biodiversity and we focus on how the environment can provide benefits to Oxfordshire residents.

With our partners, we have secured funding for environmental technology projects. These include;

- **Connected and Autonomous vehicles.** Led by Oxbotica, Oxfordshire County Council is a key member of the DRIVEN consortium. DRIVEN has recently been awarded £8.6 million by Innovate UK for six fully autonomous vehicles being deployed in urban areas and on motorways, to ultimately create an end-to-end journey from London to Oxford. Vehicles will operate at Level 4 autonomy which means they can perform all safety-critical driving functions and monitor roadway conditions for an entire trip, with zero-passenger occupancy.
- **Oxfordshire Zip2 Journey planner.** Zipabout (a local data science and transport consultancy) is developing the new Oxfordshire County Council web based Journey Planner and transport app. The app 'understands' the transport network in Oxfordshire and how each individual user of the app moves around the locality. It integrates the UK transport network covering every train, bus and major road network and provides real-time information to give a predictive plan for users to get better travel information and also to help us to develop better transport planning and policy. The app has now moved out of the testing phase and will soon be promoted to users of the Cotswold train line. Zipabout is also trailing an integration of 'dock-less bikes' to help promote green travel solutions.

- **DIMES** is Oxfordshire County Council's first project to explore the opportunities for hydrogen as an energy source. The Innovate UK-funded project investigates the feasibility of using a high-tech '**Fuel Cell**' system to heat, electrically power and provide hydrogen transport fuel for new housing developments. This helps reduce CO2 emissions and air pollution problems that gas power creates.
- **Go Ultra Low Oxford** is a funded project run by Oxfordshire County Council and Oxford City Council to trial electric car charging technologies on streets where off-street parking is unavailable. We are testing six different charging technologies to find the best options for residents who have to park on Oxford's narrow streets. This project will encourage innovative solutions to a very specific problem in Oxford. Giving more people the option of driving electric vehicles will help us to reduce air pollution in Oxford and meet our zero emission targets for the city.

We have some planning functions under our remit and make strategic planning decisions, such as the location of [mineral and waste](#) sites in the county. We have a strong role in development and maintenance of the built landscape, not least in our own buildings and land. We also work closely and strategically with our district council colleagues on housing need and planning policy.

We have a team that reviews and monitors developer travel plans when they are submitted as part of the development control process. This ensures we protect our environment for now and the future by reviewing the plans to check they meet development criteria, monitoring existing plans for their implementation.

We support the work of the three Areas of Outstanding Natural beauty (AONBs) in Oxfordshire, and, more broadly, support environmental partnership working across the county. Where we are the lead planning authority, we seek to ensure that there will be a net gain in [biodiversity](#) resulting from development. In delivering new infrastructure schemes, we work diligently to minimise their impact on the environment, considering local flora and fauna and mitigating to protect these as required.

We provide residents, businesses and other councils with specialist [advice on environmental issues](#) as part of our planning and operational activities. This can include planning application advice on health-enabling environments or promotion of active travel to ensure that residents' quality of life will benefit from planned development.

We oversee a county-wide energy strategy which sets a pathway to a low carbon economy. This means we advocate reducing energy use (in buildings, businesses and transport), together with increasing use of local low carbon energy. The consequent reduction in harmful emissions improves local air quality. We work to ensure that we do not breach environmental legislation in our own day-to-day functioning. This includes the operation of our buildings and properties, and our vehicle fleet.

Through our Civil Enforcement Service we seek to ensure parking is legal. We seek to discourage unnecessary car use while encouraging more bus and cycle use,

particularly in the city of Oxford. Our traffic control and network co-ordination services work to provide road users with real time information about travel times and congestion and to manage traffic where possible, bringing obvious environmental and quality of life benefits.

Our [Registration Service](#) produces annual guides for parents of new babies, for couples looking to marry and for families in times of bereavement. These major life changes all potentially have impacts on both quality of life and local environment, and our service supports communities to navigate these changes with environmentally sensitive options such as green nappy solutions, green weddings and funeral options.

We are working with the Environment Agency, and other partners, on a [scheme to reduce flood risk](#) to homes and businesses in Oxford, as well as to services and major transport routes into the city. The scheme will involve lowering parts of the floodplain and working on some of the existing rivers and streams that run through it to make more space for water and reduce flood risk to the city. Some areas will have new flood walls and embankments. The scheme will help protect the businesses, residents and visitors to Oxford.

We also work through the Oxfordshire Environment Partnership who co-ordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding including the monitoring of commitments and actions outlined via:

- Climate Local Commitments
- The Joint Municipal Waste Management Strategy
- The Flood Risk Management Strategy.

How will we achieve our vision?

To meet our commitment, we will continue to deliver the services that support this, including visible services like highways and libraries. We will also focus our efforts behind the scenes on services such as communications to maximise our impact on this priority. A full list of what we will do to provide services that enhance the quality of life in our communities and protect the environment can be found in Annex A but this includes the following key activities:

- Work with Community Action Groups (CAGS) to help them improve services. This approach, of supporting communities to develop effective volunteer networks, has worked to improve recycling rates and may be used in other areas such as community transport and libraries.
- Seek funding and invest in new infrastructure. We play a direct role in the planning of new transport links, ensuring that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage.
- Maintain and repair our highways infrastructure. We play a direct role in the day-to-day operations of the highway network, ensuring that environmental quality is maintained.

- Ensure our Travel Plan Team becomes self-financing to monitor developer Travel Plans.
- We will work with our partners to improve the sustainable and affordable housing options for young people.
- We will work with partners to finalise the designing of the flood alleviation scheme and, subject to approvals, commence construction in winter 2018.

We will work with partners through our Environment Partnership, and co-ordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding.

- **How will we will know we're getting it right?** [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be standalone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies, such as the Oxfordshire Environment Partnership, or major highways and infrastructure contractors, will be important in helping us to assess our performance.

The council's three scrutiny committees will help ensure that the council's activities are correct and effective.

THEME: THRIVING PEOPLE

Why is this important?

Individuals collectively make up a community, so thriving communities cannot happen without thriving people. We believe everyone deserves the best in life and it is important we do all we can for every person in Oxfordshire, to help them thrive as individuals. 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.

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

Why is this important?

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 thrive and grow into thriving adults and age as thriving older people. To give everyone the same chances in life, we need to give early support to those experiencing domestic abuse, mental health, drug and alcohol, making sure we work with communities, families and partners to keep people safe from abuse and neglect.

The work we undertake both as a council and in partnership that contributes to this priority include:

- 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 children.
- Protection and safeguarding of adults and those transitioning between children's and adults' services.

Where will we be by the end of this Plan?

We want Oxfordshire to be the best place in England for children and young people to grow up and will achieve this by working with every child and young person to develop the skills, confidence and opportunities they need. We want to see every child succeeding at school. We want the families that need us to get the best available help, which not only respects them but empowers them. We want all staff working with children and young people to feel confident in their capability to tackle even the most difficult family issues. We want all of our residents, regardless of their circumstances, to feel equally safe.

Where are we now?

Giving every child a good start in life

We work closely with the NHS to provide support for parenting right from the outset, ensuring a range of effective services are available for newborns and new families. Our Public Health services tackle drug, alcohol and tobacco abuse and help to provide a sound and healthy environment in which children can flourish.

We commission many services which support children and young people such as the Child and Adolescent Mental Health Service, which assesses and treats young people with emotional, behavioural or mental health difficulties. We provide transition support for young people moving out of care, sexual health services, adoption support, domestic abuse services, advocacy services and quality monitoring and safeguarding audits.

Our Registration Service produces a guide called 'The Oxfordshire Baby & Parenting Guide', which provides free advice, guidance and signposting for all new parents when registering the birth of their baby. This contains information relating to child health, parental health including mental health, information on babies with special needs, relationship guidance and advice on domestic abuse.

The council's [Music Service](#) provides musical activities for example 'String Babies' and 'Recorder Babies' for the very young. We also provide free lessons and musical instrument hire for children and young people who are entitled to free school meals, and run free group lessons and groups for children in deprived areas.

Our Legal Services team provides a comprehensive legal advice and advocacy service across the council, including assisting on matters relating to vulnerable children and safeguarding concerns. This includes all representation for care and adoption proceedings before the family court. The council's [Coroner's Service](#) works with the Child Death Overview Panel (CDOP) whenever a child death occurs. This combined work helps inform action needed to prevent similar deaths.

In 2016-17, we saw greater increased demand for children's social care compared to elsewhere in the country. Demand for children's services has been rising nationally over the last ten years and is up 124% with a corresponding 94% rise in the rate of children starting on child protection plans. At the same time, costs are rising (up by 11% since 2012/13) and local government funding has been cut by 37% since 2012.

Locally, we have seen a 46% rise in social care assessments over the last 12 months and a 62% rise in the number of looked-after children in the last four years. This increase in demand has placed considerable pressure on many of our local services for children and young people, and prompted a thorough consideration of how we might better use our resources to provide support most effectively. Our new Children's Services Transformation Plan is beginning to bear fruit, improving our early help offer and working to prevent children entering the looked-after system.

The performance of our adoption services remains amongst the best in the country, with more looked-after children adopted, and in a more timely fashion, than

elsewhere. We have been working with more than 1500 troubled families in the county to help turn their lives around. We work with partners in the '[Adopt Thames Valley](#)' partnership (led by Oxfordshire County Council and covering seven local authorities and two voluntary adoption agencies) to ensure we can deliver better outcomes for children and adopters in the area.

We work with partners to improve the wellbeing of children and young people, and to reduce inequalities between them. Our efforts have seen a rise in the proportion of children attending primary and secondary schools judged as 'good' or 'outstanding', and we have seen Oxfordshire pupils continue to perform above the national average at Key Stage 4.

The council commissions Public Health services for people aged 0-19. These can be summarised as follows:

<p>Five mandated health reviews (age 0-5)</p> <ul style="list-style-type: none"> • Antenatal Review • New Birth Visit • 6-8 week review • 1 year review • 2 year review 	<p>Six high impact areas</p> <ul style="list-style-type: none"> • Transition to parenthood • Maternal Mental Health • Breastfeeding • Healthy weight & being active • Managing minor illness and reducing accidents • Health & Wellbeing development and ready for school
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We provide intensive support for first-time mothers aged 19 years and under, and a dedicated 5-19 service through School and College Nursing, covering:

- Team of nurses for primary schools and special schools
- Nurses based in secondary schools
- Nurses based in colleges of Further Education

Other public health services which help to ensure that children can have the best start in life include our participation in the [National Child Measurement Programme](#), which sees children identified as being underweight, overweight or obese being provided with information and support. Following concerns from schools and health professionals about the growing burden of self-harm in Oxfordshire, we have supported the production of a play by Pegasus Theatre called 'Under My Skin', which received very positive feedback, achieved finalist status in the mental wellbeing category at the Royal Society for Public Health Awards, and has been recommissioned for tours in Oxfordshire each year since.

Protection from abuse and neglect

We strive to ensure that everyone in the county is kept safe from abuse and neglect. This means the whole population, but also with particular care for vulnerable children and adults. We encourage both the [public](#) and [professionals](#) to report issues of safeguarding.

Our ambition for high rates of school attendance is a priority for us, as attendance provides an indicator that a child's life is likely to be stable. Attendance at school also helps us and our partners to identify and act on signs of abuse or neglect, enabling us to intervene as soon as appropriate.

Our Education Sufficiency and Access team meets our duty to ensure we have enough school places, working years ahead of school admission rounds to make sure places are available at the right time. With well over 90% of primary children being allocated their first preference school in 2016-17, we are proud that we ensure the vast majority of our families are educated in their communities, and are part of the hub of a safe, responsible community that is their school.

We work with schools and young people in a number of ways to increase the likelihood of their safety, protection and resilience. For example, our Fire & Rescue Service offers a Schools Education Programme focusing on child safety from a broad range of risks and threats. Our Phoenix Programme supports children in education who are on the margins of temporary or permanent exclusion. The programme develops teamwork, practical skills and pride, and schools report improved behaviour as a result of young people attending the programme.

The transition from being a young person to becoming an adult is a priority area of our attention. We work with long-term teams and education services to ensure that young people moving from childhood to adulthood do not 'fall through the net' because they are no longer eligible for children's services or choose not to engage with services. We support young people and their families to know what options and support are available to them, and to help make informed decisions.

For adults, our safeguarding activities are both broad and successful, though there is always more we can do. The October 2017 Adult Social Care Outcomes Framework report shows that we are performing better than most local authorities and recognises that we are trying to improve even further in this area. We think safeguarding is everyone's responsibility but we have a multi-agency [Safeguarding Adults Board](#) made up of statutory, private, voluntary, and independent organisations across Oxfordshire who work together to empower and protect some of the most vulnerable members of our community. The Board works to raise awareness and promote the welfare of vulnerable adults through the development of an effective co-operative. The group is committed to ensuring that any work done effectively brings about good outcomes for adults so that people live safe and secure lives.

Our Oxfordshire safeguarding adults service safeguards older and disabled people who have care needs, are experiencing, or at risk of, abuse or neglect and are unable to protect themselves because of those needs. We work in collaboration with individuals and their families to listen to concerns and intervene when necessary. Our Safe and Well visits are an example of our prevention work; they are undertaken by our Fire & Rescue Service and offer a means of helping vulnerable people to identify their needs and understand options for support. In these ways, we seek to minimise and reduce the risk to vulnerable people.

Safeguarding work is also carried out through our Safer Oxfordshire Partnership which exists to help safeguard vulnerable adults, children and young people.

We help to protect all adults, but particularly vulnerable ones, against scams and exploitation. Our [Friends Against Scams](#) initiative works with a range of partner organisations, local employers, financial institutions, community groups and social clubs to encourage the cascading of preventative and supportive activity to so that people are aware of the risks and what to do about them. This work will be complemented by our participation in Thames Valley Police's work to implement 'The Banking Protocol', a scheme designed to improve the referral process from financial institutions, to enforcement agencies, when they have a concern about an account holder being scammed.

Our Safeguarding Adults Board focuses on the transition of young people with disabilities from childhood to adulthood. We work to ensure young people moving from childhood to adulthood do not fall through the net because they are no longer eligible for services or choose not to engage with services. Interagency co-operation and communication is essential to ensure that young people and their families are supported through this transition and they are provided with timely information so they know what options and support are available to them. We 'Make Safeguarding Personal' by listening to the views of the young person at risk, to help them live independently and free from harm. To achieve this we have established joint boards between the Oxfordshire Safeguarding Adults Board and Oxfordshire Safeguarding Children's Board to focus on transition arrangements (alongside a focus on domestic abuse and training).

How will we achieve our vision?

To meet our commitment to give every child a good start in life and protect everyone from abuse and neglect we will work with others to deliver services which start before babies are born and continue throughout their lives. We will focus on:

1. Increasing school attendance – leading to improved attainment.
2. Helping early – providing the most effective, least intrusive, solutions to problems.
3. Safely reducing the number of looked after children - providing support to enable families to care.
4. Improving the confidence and capability of the whole workforce - to work effectively with families experiencing domestic abuse, parental mental health and drugs and alcohol issues.

We will also work in partnership through our [Children's Trust](#), to focus on giving children a healthy start in life and helping them stay healthy into adulthood, narrowing the gap for our most disadvantaged and vulnerable groups, keeping children and young people safe and raising achievement for all children and young people.

A full list of activities we will pursue can be found in Annex A, which includes the following key activities:

- We will work with partners to improve the health and educational outcomes of everyone from birth onwards, for example through health visitor and school nurses through our new school nurse programme.
- Together with the Oxfordshire Care Leavers' Association we will develop our new core offer for care leavers that meets the challenges of the Government's 'Keep On Caring' policy.
- We will focus on increasing school attendance leading to improved attainment levels, and reduce the number of exclusions – with a particular emphasis on improving attendance, aspirations and outcomes for children with special educational needs and disabilities, attending special schools and those eligible for free school meals.
- We will develop a partnership approach with schools and other partners to improve health and educational outcomes for all young people, working through the Strategic Schools Partnership Board and the sector-led approach to school improvement through the Oxfordshire Teaching Schools Alliance.
- We will focus on reducing cases of neglect, including ensuring professionals have appropriate toolkits to help them identify whether a child is being neglected and that appropriate action is being taken.
- We will increase safeguarding training on interagency working around domestic abuse including more case coordination with the multi-agency risk assessment conference (MARAC).
- We will reduce the impact of risky behaviours among adolescents, including substance misuse, bullying, domestic violence and abuse within teenage relationships, working with partners across the Children's Trust and Oxfordshire Safeguarding Children's Board.
- The continued joined-up safeguarding board development aims to link adult and children's themes together. Priority for the coming year includes domestic abuse.

How will we will know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be standalone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance. Inspections by Ofsted will indicate the quality of our local educational provision, and our Education Scrutiny Committee can provide an effective challenge and performance assessment role. Health bodies such as Public Health England and local NHS Trusts will continue to play a role under this priority.

Multi-agency performance measurement will be needed given the connected nature of the work to deliver the benefits we aim to. Existing mechanisms for assessing our performance are robust but can be reviewed to consider further strengthening.

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

Why is this important?

Just as everyone deserves the best start in life, we believe everyone deserves the best opportunities to thrive in their adult and older life. We think it is important to support and help those who need a hand and this means working with, and for, older people: those with mental health issues, those with physical and sensory impairments and those with disabilities, to give them the support they need. We recognise that families and carers provide essential care to their loved ones. We also know this places demands on people, who in turn need our support. It is particularly important we are there in situations where people do not have family, carer or community support, or the means to fund their care.

The work we undertake both as a council and in partnership that contributes to this priority includes:

- 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.

Where will we be by the end of this Plan?

We will maximise the independence of everyone in Oxfordshire. Our residents will be living as independently, safely and successfully as possible, for as long as possible. Where people need support, we will give them the best experience of care services in the country to support them: in the right place, at the right time. These services will centre on the individual and their family or carers, working with the inherent strengths of people, families, groups and organisations. All users of our service will be highly satisfied. They will value how the services they receive join up seamlessly, because we will have used the collective expertise of our customers, families, health partners, key stakeholders and our staff to design, purchase and evaluate services. Our staff will have access to digital technology to help them in providing care.

Where are we now?

Keeping people well

We are seeing demand for our services for older and disabled people grow. 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. The greatest increase has been in the number of older people supported at home. The increase is in part due to an ageing population and people living longer with long term health conditions that limit their daily activities. It is also due in part to carers of disabled people ageing themselves, and no longer being able to care for loved ones

in ways they previously have. Working with a range of partners, individuals, and their families and carers, we provide services that help people understand their needs, and to decide how we can best help to meet them.

We do all we can to keep people well and prevent them from needing services in the first place. We want to help them to live at home and remain active in their local communities for as long as possible, and avoid, reduce and delay the need for more complex care or admission to hospital or care home. We encourage people to take a lead in their own care needs whenever appropriate, for example we promote the [Livewell](#) website and make use of Community Information Networks for information and advice. Our [Museum and History Services](#) provide a service to older people in their communities to encourage active participation and sharing in order to promote social wellbeing. Our museums also provide opportunities for groups of older people to volunteer in their communities to help protect local heritage.

Our Public Health team works in partnership with others across the county to help people to help themselves. For example, we partner the [Affordable Warmth Network](#) to help reduce fuel poverty, tackle excess winter deaths and other cold-related health conditions, especially those associated with housing issues or a resident's personal situation. Similarly our Benefits in Practice advice (delivered in GP practices in areas of deprivation) on grant funding enables vulnerable people to understand their entitlement to benefits and make appropriate claims.

Our 'Making Every Contact Count' activity is an umbrella term for front line staff providing advice on behaviour change which enables people to stay well into older age and therefore to live independently. This includes, for example, NHS Health Checks, help with smoking cessation and alcohol advice training. Our activities are targeted to coincide with national health and wellbeing campaigns – such as Stoptober (smoking), Dry January (alcohol) and Keep Warm Keep Well – to maximise the impact of what we are doing. We also support countywide flu immunisations and screening programmes targeted at elderly and/or vulnerable people.

Social care services

Many people have or develop needs for care and support. These needs can include help with activities of daily living, personal care such as going to the toilet, help with bathing and eating and in some circumstances, help with occupation and activities during the day. For example, for younger adults who may require access to training and employment. The services we provide may be delivered in someone's home, in supported living, in a care home or other residential setting, and are all designed to support people to live successful, independent lives for as long as possible.

We are increasingly using 'co-production to design these services, to ensure that we are tailoring our help accordingly to individual circumstances. Based on the principle of 'nothing about me without me'. co-production means that we work together with people who need our support to ensure that we each understand how best to help meet people's needs. All of this work is aimed at improving our customer experience

of adult social care, which is one quarter of the vision for these services. The following diagram illustrates the vision:



A core part of this diagram is about managing current and future demographic pressure. We need to make our funding meet the demand. Access to social care support is normally through a professional assessment of need, guided by nationally set eligibility criteria. People who meet the criteria for social care are financially assessed to see how much they should pay.

A significant number of older people in Oxfordshire fund their own care and everyone in a care home currently makes a contribution towards the cost of their care, with people deemed able to contribute more, paying for all of their care costs irrespective of how that is provided.

Provider quality and sustainability

We need to ensure we provide care that is of good quality and is sustainable. This is especially important when we need to provide a range of services in a range of

settings. We focus on quality, contract management and encouraging consumer feedback. There are challenges in ensuring provider quality and sustainability, primarily due to the competition for workforce from the private sector and the relatively high cost of living in Oxfordshire.

A key aspect of good quality services is that people are safe in their care settings. Our safeguarding service promotes safe practice in the domiciliary, residential and nursing sector. We check to ensure that services are safe and that there are opportunities for people to make their own choices. We respond to safeguarding, health and safety information and alerts. We promote safe care delivery practices with our contracted providers.

Collaboration and partnerships

We work with many partners to deliver care to our residents because, at the heart of social work, is the use of the network around the person requiring the support. By focusing on the assets of the person and the community of support, social care professionals will seek to maximise the independence for people. It is therefore vital that we collaborate and work in partnership with individuals, families, communities as well as NHS commissioners and providers.

One of the main concerns from those needing care is that the different groups of care professionals don't talk to each other and there are too many 'handoffs or handovers. We are therefore focusing on improving our collaboration with health colleagues to improve people's experience and outcomes. There will be new skills and capabilities expected from both the internal and external workforce to make this happen.

Our relationship with health partners is critical to improving the experience of care services for people. More than 90% of social care locally is delivered by third parties via a contract with the council so we are focusing on existing and new partnerships to drive a greater proportion of the service delivery into the third sector, particularly in preventative support.

We are working with partners to introduce smart parking for those with blue badges to help those with limited mobility access facilities and services. The project (known as CASPAR) is looking at providing real-time information regarding the availability of blue badge parking spaces in Oxford. There are around 35,000 [blue badge](#) holders within 45 minutes' drive of Oxford with just 100 dedicated blue badge parking spaces. The project has been awarded £240,000 and most of the in-ground sensors that will provide the information on vacant and full parking spaces have now been installed.

We are also working with partners to develop mobility innovation within our communities. The 'Cities 4 People' project has drawn in €4m of EU funding for innovation and is focusing on neighbourhoods of eastern Oxford of Barton and Blackbird Leys. This is a three-year project with solutions and parameters that are flexible which means we can work with the rapidly changing technology and landscape of the area.

We are working with our district council colleagues to increase Extra Care Housing, which enables people to live independently with varying levels of care and support on site.

How will we achieve our vision?

To meet our commitment to enable older and disabled people to live independently, we will care for those in greatest need. We are in the process of rolling out the vision for Adult Social Care shown above and the full list of activities we will pursue can be found in Annex A, but it includes the following key activities:

- Adult Social Care is reviewing its 'Responsible Localities' model and team structure. This intention of this project is to identify how we can better meet the needs of those in greatest need.
- We will review our Telecare service to ensure we are using the best technology to support people to live well at home.
- We will use business intelligence to help map/maximise home support provision.
- We will tackle scams and doorstep crime by raising awareness of how to prevent them, providing advice to residents and taking enforcement action against offenders.
- We will improve links and partnership working with other organisations (especially health and voluntary organisations) to identify adults at risk and those in rural settings who need our services.
- We will expand the offer of Direct Payments to allow more people to choose how their care is provided and by whom.

How will we know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be standalone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance. For example, the Care Quality Commission will continue to inspect and assess our adult care provisions and services. NHS Digital publishes annual findings from the Adult Social Care Outcomes Framework (ASCOF) in England, which measures how well care and support services achieve the outcomes that matter most to people.

In keeping with our residents' focus, such external assessments are most valuable when viewed alongside existing residents' survey-based measures of satisfaction, such as those for people who access our care services and people who act as carers.

Our Performance Scrutiny Committee will provide an effective challenge and performance assessment role for this priority.

Multi-agency performance measurement will be needed given the connected nature of the work we need to carry out to deliver the benefits. Existing mechanisms for assessing our performance are robust but can be reviewed to consider further strengthening.

THEME: THRIVING ECONOMY

Why is this important?

Oxfordshire's economy is doing well, with the county's economy generating output to the value of £21.9bn per year from 400,000 jobs and more than 30,000 businesses. A thriving economy gives everyone in Oxfordshire more opportunities; it creates the jobs, the housing and the infrastructure 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.

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

Why is this important?

We need to make sure there is investment in our houses, roads and jobs so that future generations also comprise thriving people and thriving communities. We know that Oxfordshire's economy is strong but we need that success to continue. We need to maximise the capacity of our infrastructure and deliver new homes so our county prospers and realises its full potential.

Travel is a vital lifeblood for thriving communities, for business and for pleasure; Oxfordshire's connectivity is one of the factors making its economy a success now, but growing population and economic activity means we need to ensure we can keep our county moving. In addition, new homes are vital to meet the demands of our existing and future population. We must therefore keep local house prices at reasonable levels and offer homes to those who are vulnerable or unable to afford housing in our county.

The work we undertake both as a council and in partnership that contributes to this priority includes:

- 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.

Where will we be by the end of this Plan

Oxfordshire will be a vibrant, sustainable, inclusive, world-leading economy, driven by innovation, enterprise and research excellence. By 2030, Oxfordshire will 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. Growth will be sustainable, inclusive and recognised as world-leading for its enterprise, research and innovation.

Where are we now?

Oxfordshire has strong economic performance: we have low unemployment, high productivity and employment opportunities continue to grow, along with the numbers of businesses and homes in the county. We are doing all we can to support our recent growth and to ensure this success can be sustained. We even use our own recruitment processes to provide skills and development opportunities. For example, we use Apprentice Paralegals in our Legal Service Team, which is something usually seen in the private sector and is unusual in local authorities. As a large local employer, we always look to use our own economic influence to further a thriving economy and work with partners to do the same.

Oxfordshire Growth Board

We work in partnership through the [Growth Board](#), which 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. It does this by overseeing the delivery of projects that the councils of Oxfordshire are seeking to deliver collaboratively in the fields of economic development and strategic planning. It also oversees all the projects agreed in the City Deal and Local Growth Deals that fall to the councils, working collaboratively, to deliver and has an overall responsibility to manage these programmes of work alongside the [Oxfordshire Local Enterprise Partnership](#) (OxLEP). Finally, it exists to advise on matters of collective interest, seek agreement on local priorities and influence relevant local, regional and national bodies.

The Growth Deal

In November 2017, the Growth Board secured £215m of Government investment for new homes and infrastructure across Oxfordshire. The Oxfordshire 'Housing and Growth Deal', will provide £60m for affordable housing and £150m for infrastructure improvements, including road and rail. It will support the ambition of building 100,000 new homes across Oxfordshire between 2011 and 2031 to address the county's severe housing shortage and expected economic growth. In reaching a proposed deal we have some very clearly stated priorities. We need to:

- Secure the critical investment in physical and community infrastructure that residents and businesses want.
- Ensure growth is sustainable and enhances quality of life.

- Make sure the right types of housing are built in the right locations.
- Keep a firm focus on productivity and skills - we want economic growth through being better and smarter, not just more of the same.
- Take a long-term strategic view so that individuals, communities, businesses and Government can engage in honest conversations and be confident about decisions taken.

The Growth Deal bid was informed by two significant pieces of work commissioned by the Growth Board. First, the [Oxfordshire Strategic Housing Market Assessment](#) (SHMA) which was published in 2014, to understand how many and the types of homes needed by 2031. Secondly, the Growth Board also commissioned the [Oxfordshire Infrastructure Strategy](#) (OxIS) to better understand the scale of the infrastructure challenges in Oxfordshire, the infrastructure required, and the likely costs and funding gaps, to support new homes and jobs.

Separately, the Growth Board has submitted bids to the Government's Housing Infrastructure Fund to support the following prioritised projects: the outcome of this bid is not yet known.

1. **Didcot Garden Town.** The bid would support the delivery of over 22,000 homes in Didcot, Culham, Harwell and Berinsfield. The bid would be for £171m for transport improvements including Didcot Science Bridge and A4130 Dualling, a new river crossing at Culham and Clifton Hampden Bypass. Up to £70m of cycle and other sustainable transport improvements from the Garden Town Masterplan could be considered for inclusion in the bid plan.
2. **West Oxfordshire.** This bid would support the delivery of over 10,000 homes in Witney & Carterton, and around Eynsham. The bid would be for £135.4m for further upgrades to the strategic A40 transport corridor, building on existing schemes and based on the approved A40 Long Term Strategy including development of the Rapid Transit network and additional highway capacity on the corridor.
3. **North of Oxford.** This bid would support the delivery of 5,570 homes in Woodstock, Begbroke/Yarnton and Northern Gateway. The bid would be for £152m for transport infrastructure plus education requirements (as yet un-costed). The transport infrastructure includes development of Rapid Transit lines on an upgraded A44 and A4260 corridors, new Park & Ride and strategic cycle infrastructure.

Oxfordshire Local Enterprise Partnership

We work with our partners through the [Oxfordshire Local Enterprise Partnership](#) (OxLEP) help to achieve all of this. OxLEP is responsible for championing and developing the Oxfordshire economy and, since 2011, it has made considerable progress in strengthening Oxfordshire's economy by establishing robust and effective relationships between businesses, academia and the public sector. The programmes we deliver through OxLEP are:

- **People** – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses.
- **Place** – ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth across the county.
- **Enterprise** – emphasising innovation-led growth.
- **Connectivity** – enabling people, goods and services to move more freely and connect more easily.

Connecting Oxfordshire

[Connecting Oxfordshire](#), is our Local Transport Plan (LTP4) that sets out our policy and strategy for developing the transport system in Oxfordshire to 2031. We have developed it with input from Oxfordshire's district and city councils, its businesses, MPs, stakeholder groups and through public consultation. It fits our highest level strategic aims that have been articulated by OxLEP and the Growth Board.

Connecting Oxfordshire has been developed with these overarching transport goals:

- To support jobs and housing growth and economic vitality.
- To reduce transport emissions and meet our obligations to Government.
- To protect, and, where possible, enhance Oxfordshire's environment and improve quality of life.
- To improve public health, air quality, safety and individual wellbeing.

We work in partnership to consider the wider implications of local transport schemes and changes. The '[England's Economic Heartland Strategic Alliance](#)' represents nine local Transport Authorities and four Local Enterprise Partnerships, covering the key growth area from London to Oxfordshire and Cambridgeshire, home to 3.45 million people and 175,000 businesses, providing over 1.6 million jobs. This works to provide strategic leadership across the area to optimise connectivity, including:

- the delivery of East West Rail, both the western and central sections
- development of road links between Oxford and Cambridge
- support for the identification of a Major Road Network – a combination of Highways England's road network and the more significant roads owned and operated by Local Transport Authorities and investment in strategic local connectivity – investing in improved access within urban areas, the so called 'first mile/last mile'.

Sustainable local growth

We have been working with local partners to introduce innovation for sustainable local growth. The projects we have been involved in are:

- **Smart Oxford Playable City Competition.** We helped establish and judge this competition to produce an idea that puts people and play at the heart of the city of Oxford. The competition was designed to engage citizens with technology, data and the city they live in. The winning entry was 'Star Light, Star Bright' which will map the night sky onto the streets of Oxford via

pressure sensitive lights embedded in the ground. We aim to 'install/deploy' the winning solution in the spring 2018.

- **Mobility Oxford: MobOx.** We are a founding partner in MobOx; a Community Interest Company which looks at new transport technology solutions under real world conditions in a large scale 'living laboratory' with real customers. MobOx provides an opportunity to enable better integration and access to transport systems and therefore promotes economic growth. As part of MobOx we fund an Oxford Brookes PhD student, who is focusing on data modelling. The student works closely with us so that he gains experience in real world problems. He has been a major asset in terms of developing our thinking in how we use existing and new data sources.
- **Google Data Better Cities Project.** Under MobOx we were successful in becoming a Google 'Better City' partner which has enabled us to gain data sets from Google on movement around Oxfordshire. Thanks to our PhD student and a partnership with the Oxford Internet Institute we have gained insight into value of new mobile data sources such as Google – this provides insight into future requirements for modelling and network management

Our planning role helps to make sure that the right growth and development happens in the right places. We take a lead role in planning for the county's mineral working and waste management, monitoring the use of sites which have consent for managing minerals and waste and taking enforcement action against any breaches of that consent. We do not deal with planning applications for houses or commercial buildings but we do negotiate with developers to secure funding for infrastructure made necessary by such developments. We also manage subsequent infrastructure funding agreements with developers. We help to protect the county's historic environment through maintenance of the county's Historic Environment Register and provision of expert archaeological advice on planning applications and in response to pre-application enquiries from developers.

We work through the active and healthy travel group to support a full range of transport including cycling, walking and mixed modes using public transport. We also play a direct role in the planning of new transport links to ensure that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage.

We are also very active in planning for more efficient use of existing infrastructure. For example, we co-fund projects for the trialling of driverless cars, which will one day operate more efficiently (in terms of space and fuel) than current vehicles. We are open to testing and improving innovative approaches to traffic management which will help ensure that road congestion and air pollution are minimised.

Our County Energy Strategy identifies energy infrastructure needs to support growth, innovation and new technologies, including reducing carbon emissions from power usage and transport networks.

Our buildings and other sites play a pivotal role in shaping the communities in which we live and work. Our property will play significant role in assisting change by providing the necessary capacity for growth and unlocking investment opportunities. Our property gives us the chance to develop an effective network of community hubs

which provide public services in one place reducing the need for people to travel to access a range of services.

We attract inward investment in many ways, some less obvious than others. For example we attract couples and their guests for weddings and civil ceremonies from around the UK into Oxfordshire, bringing in valuable business to the local economy. The Registration Services brochure 'Oxfordshire *the Place to Marry*' helps promote weddings to a wider audience.

How will we achieve our vision?

We deliver planning, highways and transport which are all very visible services that support a thriving economy. We will continue to work with our partners to secure and deliver infrastructure and homes. Following outline agreement of £215 million in Oxfordshire over the next five years, we will join forces with partners on the Growth Board and OxLEP to develop an implementation plan for spending the money in the Growth Deal. This will include:

- A clear delivery profile setting out the number of homes to be built across each year.
- The location of housing and employment sites to be delivered, as a result of money delivered by the deal.
- The types and tenure of homes that will be built.
- The locations and type of infrastructure which will attract investment.
- A spending profile for the investment provided to Oxfordshire by Government.
- A monitoring and evaluation strategy for the deal.
- A clear plan for maximising local and new private investment into Oxfordshire
- Timescales and payment profile for funding provided against the deal.
- Further detail on any flexibilities or freedoms granted, which may be subject to consultation where appropriate.

We will also be working on implementing Connecting Oxfordshire, which outlines how we work with partners to introduce enhancements to road capacity on strategic roads which suffer from congestion and delays. For example, we are working with Highways England to implement schemes to improve key junctions and traffic management on the A34, which will support Oxfordshire's 'Knowledge Spine' – from Bicester in the north through Oxford to Science Vale in the south as the main location for housing and employment growth. The early years of this plan will see work on the Oxford to Cambridge expressway proposals.

A full list of activities we will pursue can be found in Annex A, which includes the following key activities. We will:

- Produce a plan for housing growth to secure the £215 million investment announced in the budget.
- Continue to work with local partners, particularly the Local Enterprise Partnership, local universities and district councils in Oxfordshire to make a

strong case to government for funding of key infrastructure and services in Oxfordshire.

- Set up a Cabinet Advisory Group on Transport, with an initial focus on the Oxford to Cambridge Expressway.
- Set up a joint 'Spatial Plan Delivery Team' with our district council colleagues. This will produce the spatial plan joining up planning for jobs, homes and transport for Oxfordshire as a whole.
- Ensure that new developments are underpinned by infrastructure that supports future residents' health and wellbeing, including, but not limited to, green spaces and active travel opportunities, for example through the Healthy Towns initiatives.
- Conduct Community Asset Reviews to support housing delivery and use of assets within Oxfordshire. This is to help ensure capital receipts, achieve revenue savings, release land for housing development and employment, provide space for businesses and join up services for residents.
- Continue to develop approaches to workplace charging and congestion charging in order to balance the need for private transport with the challenges of congestion, air quality, and the need for high quality public transport and active travel options.
- Planning ahead for the challenge of recruiting to vital roles, in particular in social care jobs, in the context of a fast-growing economy, a rise in the number of private sector jobs available locally, and a reduction in the working age population as a proportion of the total population.
- Understand the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.
- Take forward reform of how the county council manages its own assets - getting the best value from our land and buildings, maximising the efficiency of what we hold for our own use, and considering the merits of development or disposal for our other assets, including the potential to provide additional homes on OCC land.

How will we will know we're getting it right? [to be developed Jan/Feb]

Performance of specific services under this priority will be measured by Key Performance Indicators (KPIs) derived from relevant strategies and operational plans. These KPIs may be standalone indicators or part of wider matrixes of indicators. Many KPIs will be directly comparable with those in other authorities or across professions and might support benchmarking or other comparison.

The role of external and partner bodies will be important in helping us to assess our performance, or example, the role and performance of OxLEP and the Growth board.

We will consider which indicators of the county's economic performance best serve to indicate the council's support for and contribution to that performance. Areas where the council makes direct intervention, such as provision of funding, may be more readily assessed than areas where the council has helped to create the conditions in which economic growth can happen. Indicators and other information

collated in the Joint Strategic Needs Assessment (JSNA) should be considered in this respect.

Our Performance Scrutiny Committee will provide an effective challenge and performance assessment role for this priority.

Multi-agency performance measurement will be needed given the connected nature of the business. Existing mechanisms for assessing our performance are robust but can be reviewed to establish if they need to be improved.

DRAFT

HOW WE WORK TO DELIVER THRIVING COMMUNITIES

The county council is changing rapidly to ensure we deliver the best outcomes for Oxfordshire's communities and residents. This section sets out **how** we work as an organisation as we strive for thriving communities in Oxfordshire. It describes how we:

- Ensure that **decision-making** is sound, that our county's policy and services do the best possible for residents while meeting legal requirements, and that our councillors are given the information and tools they need to make informed decisions.
- **Manage our resources** effectively so we have a sustainable financial position, that our services are appropriately funded.
- Work effectively with our **partners** to deliver on our vision.
- Ensure we have a **skilled workforce**.
- Work towards the principles of **equality, diversity, fairness and inclusion**, both in terms of our own workforce and with respect to the services we commission, and deliver for local residents.
- Are delivering on our ambitious programme of change, **Fit for the Future** which will include a new operating framework.
- How we work to keep **informed of changes** affecting Oxfordshire.
- How we check our **governance and assurance** arrangements are correct, to deliver the necessary standards and performance expected.

Decision-making

Councils are complex organisations and our [Constitution](#) provides a handbook of the rules governing the council's business and sets out how the council works. It ensures that decisions are accountable and transparent. In Oxfordshire we currently have a Leader and Cabinet model of decision-making with a separation between decision-making and scrutiny.

The full council has six scheduled public meetings a year. At these meetings the council, decides the council Constitution, reviews the political management arrangements and how they work, and appoints the Leader and members to the scrutiny and other committees. Council approves the budget, capital programme and policy framework, specific plans and strategies identified in the constitution. It also delegates powers to the council committees, debates issues raised by individual members and receives public petitions or addresses.

The [Cabinet](#) consists of nine elected councillors whose role it is to: recommend budget and policy framework to the council, lead the council, make all the key decisions and commission policy review from scrutiny committees.

Our [scrutiny committees](#) Education Scrutiny, Performance Scrutiny and the Joint Health Overview and Scrutiny Committee then provide challenge to the decision-making of the council and Cabinet by reviewing 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. One of these committees, the Health Overview and Scrutiny Committee is a joint committee with our district councillors and we work with partners through other constituted bodies such as the Health and Wellbeing Board and the Health Improvement Board. In addition we have our own committees which cover specific functions not dealt with by the Cabinet (such as audit, organisational matters, planning, pension fund arrangements and standards). They make decisions delegated to them by the council. Committees are made up of councillors (including Cabinet members).

To ensure all of our decision-making and governance accords with the law, our Legal and Governance Service advises and guides the Council to act lawfully and in accordance with its constitution.

Managing our resources

Oxfordshire's councils have a strong track record of managing reduction in government funding and meeting demand pressures. However, in recent years, the funding decisions taken by national government, along with the need to address rising demand for social care services, has meant that across the country, upper tier councils have faced a much greater financial squeeze than city and district councils.

We have made £330 million of savings over the last seven years. Approximately two-thirds of these savings have been used to meet the increasing cost of providing social care to children and adults. These savings have been achieved by transforming the way the council operates, through new models of service delivery including increased community involvement and new approaches to partnership working. The number of county council staff has reduced by 35% over the past six years. County councillors have also had to make a number of very difficult decisions to reduce some front-line services, remodelling services to be affordable in the future and to ensure that the council's statutory responsibilities can be met.

In helping us [manage our resources](#), our services are structured into three directorates: people (public health, children, adult services), communities (highways) and resources (finance, HR, IT). We know that many issues do not fall simply into the 'people' or 'community' service areas and can only be effectively tackled by working across service areas. However, each service area must deliver its own balanced budget in order that the overall council budget is balanced.

To balance the budget, each February the council formally approves a medium-term financial plan for the next four years, including a detailed revenue budget for the financial year starting from that April according to each service area. It also includes for each of the three directorates a summary of the budgeted income and any budget changes in the following three years. The medium-term financial plan also illustrates the council's contribution to budgets, managed jointly with Oxfordshire Clinical Commissioning Group (OCCG), which is shown as part of the budgets for adult services. Finally, the council's capital programme shows planned expenditure on new or improved school buildings and roads.

Our future budget levels continue to be constrained by both ongoing reductions in government grant and restrictions on our ability to increase council tax levels. We are developing a new strategy with a different approach to investment, including more commercial development of our assets, working with district councils to encourage growth in the number of homes built (growth in the local taxbase) and supporting sustainable economic growth (growth in business rates).

Working in partnership

The county council is well-placed to take a leading role in shaping the future of Oxfordshire. We see our role not only as delivering a range of key services but also to lead collaboration of organisations and business county-wide to focus on both challenges and opportunities. This is clearly demonstrated by our work to secure £215 million funding from government for housing and infrastructure through the Growth Deal.

We work in partnership with residents and communities to develop solutions to issues on the principle that people themselves are often best-placed to do this effectively and creatively. We regularly work in partnership with other local authorities, public bodies, private organisations and the voluntary and community sector in the county, as well as over our boundary so both formally and informally. Some of the formalised arrangements we work through have been highlighted in the sections above but we work through the following partnerships and partner relationships:

Health - planning

- The Health and Wellbeing Board: a partnership between local government, the NHS and the people of Oxfordshire, designed to ensure joint working to improve the health and well-being of residents.
- The NHS Sustainability and Transformation Plan footprint, which is central to the long-term planning of health and care services, and extends across Oxfordshire, Buckinghamshire and the western part of Berkshire. The Joint Management Group for Pooled Budgets oversees shared budgets across health and social care supporting joint planning to deliver joined-up support and commissioning

Health - commissioning

- Oxfordshire Clinical Commissioning Group: responsible for commissioning health services across the county (with the exception of a small area around Thame that sits in the Buckinghamshire clinical commissioning group and a similarly small area around Shrivenham that sits within Swindon clinical commissioning group).
- NHS England commissions specialist services, primary care, offender healthcare, and some services for the armed forces.

Health - delivery

- Oxford University NHS Foundation Trust: responsible for providing maternity, acute and specialist hospital services, drawing patients from a large demographic cutting across several county areas including Oxfordshire.
- Oxford Health NHS Foundation Trust: responsible for providing community hospitals, community health services and acute and community mental health services in Oxfordshire and beyond.
- Oxford Health NHS Foundation Trust: responsible for providing learning disability services, including community teams and assessment and treatment beds in Oxfordshire.
- Primary Care: Oxfordshire has more than 70 GP practices, responsible for providing primary care in local communities.
- South Central Ambulance Service is responsible for traditional 999 emergency services, as well as non-emergency patient transport services, NHS 111 services and logistics, commercial and training services.

Health – audit and scrutiny

- Healthwatch Oxfordshire: the independent champion for Oxfordshire residents seeking to shape and improve health and social care services across the county.
- Oxfordshire Joint Health Overview and Scrutiny Committee: looks at health improvement and health services across organisational boundaries and is a required consultee for substantial changes to local NHS services. This is a joint committee of the county and all five district councils.

Emergency services

- Oxfordshire Fire and Rescue Service: the fire service is part of Oxfordshire County Council providing fire, rescue and community services including working as first responders. Fire control services are provided by a partnership of Oxfordshire, Buckinghamshire and Royal Berkshire Fire and Rescue Services, who are responsible for emergency call-handling and mobilisation of fire engines in response to incidents across the Thames valley area.
- Thames Valley Police: covering Oxfordshire, Buckinghamshire, Milton Keynes and Berkshire authorities.
- South Central Ambulance NHS Foundation Trust: covering Oxfordshire, Buckinghamshire, Berkshire and Hampshire.
- Thames Valley Resilience Forum: covers the Thames Valley Police area of Oxfordshire, Buckinghamshire, Milton Keynes and Berkshire and warns, informs and advises the public in the event of an emergency.
- Emergency planning: conducted at the Oxfordshire level by Oxfordshire County Council.

Economy and business infrastructure

- Oxfordshire Local Enterprise Partnership (OxLEP): a business-led partnership is responsible for championing and developing the Oxfordshire economy. OxLEP covers the geography of Oxfordshire in recognition of the functional economic geography for the county.
- South East Midlands Local Enterprise partnership (SEMLEP): SEMLEP covers parts of Bedfordshire, Milton Keynes, Northamptonshire and the Cherwell area of Oxfordshire (overlapping with OxLEP).
- England's Economic Heartland Strategic Alliance: a partnership of nine local Transport Authorities and four Local Enterprise Partnerships, covering the key growth area from London to Oxfordshire and Cambridgeshire, home to 3.45 million people and 175,000 businesses, providing over 1.6 million jobs.

Skills

- Oxfordshire Skills Board: part of OxLEP, brings together a wide range of partners to achieve improvements in the skills available to Oxfordshire's employers and the learning opportunities available.
- There are two main post-16 providers in Oxfordshire - Abingdon and Witney College and Activate Learning.

Schools

- Oxfordshire County Council as the Local Education Authority is currently* directly responsible for three secondary schools, 145 primary, two infant and 1 junior school. There are nine maintained special schools and seven maintained standalone nursery schools.
- 31 secondary schools are now academies, as well as: 85 primaries and five special schools.
- Additional academies: Three Free schools (one 4-18, two 4-11), 2 Studio Schools (14-19), 1 University Technical College (14-19), 2 new primary academies (3-11, LA presumption academy), one special academy, one new secondary academy (11-16 LA presumption academy).
- Schools Partnership - Oxfordshire's maintained and academy schools work together with the county council through a formal partnership arrangement.

**All figures correct at Dec 1st 2017*

University sector

- Oxford University
- Oxford Brookes University
- The Defence Academy of the United Kingdom at Shrivenham

Voluntary and community sector

- Oxfordshire Community & Voluntary Action (OCVA): established in 1933, OCVA is the umbrella organisation for Oxfordshire's voluntary and community sector. It provides advice, information and training, acting as advocates and representatives, and building partnerships.
- Oxfordshire Community Foundation: promotes charitable giving in Oxfordshire and connects donors to local causes, supporting community giving and local charities.
- Community First Oxfordshire: formally known as Oxfordshire Rural Communities Council, focused on helping communities across the county to help themselves.
- Oxfordshire Association of Local Councils (OALC) is the membership organisation representing the needs of parishes and town councils across Oxfordshire.

Strategic partnerships

- Oxfordshire Health and Wellbeing Board
 - Oxfordshire Children's Trust
 - Oxfordshire Community Safety Partnership
 - Oxfordshire Safeguarding Children Board and Oxfordshire Safeguarding Adults Board
 - Oxfordshire Growth Board (a statutory joint-committee of Oxfordshire's councils established to facilitate joint working on economic development, strategic planning and growth)
- Operational partnerships

Oxfordshire's councils work well and closely together and have sought to establish effective partnerships and align priorities in the best interests of residents and business. Many operational district / county services work in strong partnership every day to deliver good services.

There are also many cross-boundary operational partnerships that work beyond Oxfordshire boundaries - for example the Adopt Thames Valley partnership (led by Oxfordshire County Council and covering seven local authorities and two voluntary adoption agencies).

We will look to expand and build on the strong partnerships we have with local communities and town and parish councils through a *Working Locally Strategy* which will identify actions to engage, make decisions and deliver at the local level. This strategy will mean enabling others as much as taking actions ourselves. It will include a new conversation with our valued partners in the community and voluntary sectors, working more effectively with other statutory organisations at the local level and further enhancing our relationships with colleagues at the district and town/parish levels of local government.

Building a skilled workforce

The work of the council is life-changing, and to do the best for our residents our workforce must be skilled, flexible, knowledgeable and motivated. Our Workforce Strategy sets out how, as an employer, we will ensure we have the right people, working with the right skills, in the right place at the right time to effectively commission and deliver quality services for residents. Our ambitious transformation agenda to change the way we operate and provide services will greatly affect workforce over the next few years.

The principles of our workforce strategy are:

1. **A shared culture which drives high performance:** Staff feel proud to work for the council, understand their contribution to its priorities and work collaboratively to improve services.
2. **Oxfordshire County Council as an employer of choice:** The council is bold about its offer to employees enabling us to continue to attract, retain and motivate a high calibre workforce. Staff are positive advocates of the council.
3. **Making the most of our talent:** All staff are empowered to perform at their best, there is a commitment to learning, and skills are used flexibly across the council according to our priorities.
4. **Supporting a healthy and flexible workforce:** The council purposefully uses a wide range of strategies to create a workforce which is well and able to adapt to meet our priorities.
5. **Consistent and strategic workforce planning:** To be prepared for the future and resilient to change by creating an adaptable workforce aligned to the needs of Oxfordshire residents.

Some key actions to achieve our Workforce Strategy are:

- Improved employee and manager HR, payroll and recruitment self-service.
- Development of employer brand and improved marketing of jobs and careers.
- Senior management and leadership development aligned to the vision, values and corporate plan objectives.
- Cost savings through improved resourcing and demand management for temporary staffing.
- Aligning cultural change with transformation programme and Investors in People Improvement plan.
- Reviewing total reward and benefits offered to attract and retain talent needed.
- Improving use and take up of opportunities through the apprenticeship levy.
- Improving workforce diversity and inclusion to attract more young people and those from Black and Minority Ethnic backgrounds.
- Programme of work to support cultural change including improved joined-up working.

- Redesigning and changing management of council organisational structure and establishment improving links between the management of posts and budget.
- Reviewing all HR processes to achieve efficiencies and ensure effective use of manager and employee time .

We not only focus on our own internal workforce, but that of our providers, particularly our providers of adult social care who have significant difficulty in recruiting and retaining staff. This impacts not only on quality but also sustainability of care for our residents, so the work we do to aims to build effective partnerships and networks with public and private agencies, external contractors and providers to develop capability.

Investors in People

The council is proud to hold the Investors in People (IIP) National Standard. It is an important indication of just how much we value our people and understand that organisational success is based on the contribution of our people.

The council first achieved corporate IIP status in 2004. We were last reassessed in June 2014 when we successfully retained the National Standard. A revised sixth generation Standard was launched in 2015 with the IIP framework having a strong focus on leadership, engagement and continuous improvement. At the end of 2017, we were assessed by IIP through online tools, interviews, observation and leadership discussions with an IIP Practitioner and when the final report is available, it will analyse all the evidence on our accreditation as well as identifying strengths and areas for improvement. We will use any recommendations as opportunities to continue our investment in our staff.

Fit for the Future Programme

The Fit for the Future programme is focused on ensuring all our services are working together effectively, as well as helping partners and communities to deliver better outcomes for the county. It is an ambitious programme that joins up activity across the council, and is underpinned by a commitment to ensure we use our skills and knowledge in a combined way to support all areas of the programme and workforce development. This programme will deliver:

- Improved customer experience – anytime, anywhere, simple and easy access for residents and businesses.
- A One Council approach to service delivery.
- Going digital to ensure an integrated system approach which focuses on our customers.

As part of the Fit for the Future programme, we asked all our staff to take part in an activity analysis by completing an online questionnaire. This gave us the opportunity to look at all of our activities, looking at where we spend our time and helping identify areas for improvement. We are now looking to explore the areas identified to see where we can make changes to the ways we work to help us to better deliver thriving communities through a new operating model. We expect the results of this work to

develop throughout the first half of 2018 and changes to be implemented from spring 2018.

Equality, diversity, fairness and inclusion

This council is committed to the principles of equality, diversity, fairness and inclusion both in terms of our own workforce and with respect to the services we commission and deliver for local residents. We are in the process of refreshing and updating our Equalities Policy to set out how the council approaches this commitment with our workforce, and with respect to the services we commission and deliver so we make Oxfordshire a fair and more equal place in which to live and work.

The Equalities Policy demonstrates how we currently meet our responsibilities under the Public Sector Equality Duty and highlights areas of good practice, as well as areas where we can do more to improve how effectively we meet the varying needs of local people.

The policy's Equality Objectives and actions align closely to priorities and actions in this Corporate Plan. The key areas and objectives we will focus on are:

- **Objective 1:** It is important that we know who our customers are and so we will ask you to tell us more about you when you contact our customer service centre and/or our complaints team.
- **Objective 2:** We want to know what people think about the services we provide, so we will ask for feedback on our services to make sure we can take your views into account in future and our services meet everyone's needs.
- **Objective 3:** We will improve access to our public website and other digital services we provide to make sure all residents are able to access the information they need as easily as possible.
- **Objective 4:** We want to make sure that our public buildings are accessible to all our residents and staff and so we will carry out a review to check this.
- **Objective 5:** We will improve the quality of the data we collect about our residents and service users and make sure it is as current as possible. This will help us to respond better to the differing needs of our communities when planning and designing services.
- **Objective 6:** Some of our services are provided by other agencies or organisations. We will make sure they know about our commitment to the equality duty, the protected characteristics and their role in helping us meet our objectives.
- **Objective 7:** We will improve the balance of gender in our workforce, particularly in services where a group is under-represented.

- **Objective 8:** We will increase the representation of Black, Asian and Minority Ethnic employees in the workforce.
- **Objective 9:** We will increase the number of people under 25 employed in the council's workforce
- **Objective 10:** We will improve how we support our employees with disabilities so they can be fully involved in the workplace, access career development opportunities and be successful at work.

Staying informed of changes affecting Oxfordshire

To ensure we stay informed and can engage in changes and developments that may affect Oxfordshire, we work proactively with a number of national agencies and central government. We seek to raise awareness of local issues, and to address them – through access to funding, other support and in true partnership working models as appropriate. Key issues for us in this area are:

- Understanding the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.
- Understanding, lobbying and bidding for funding. This includes infrastructure and housing funding.
- The integration of health and social care, through initiatives such as 'Accountable Care Systems' and 'Accountable Care Organisations'.

Governance and Assurance

There are several ways we will assure ourselves and get assurance on whether we are delivering in accordance with all the necessary standards and quality. These include:

- Having a [Corporate Governance Framework](#) which sets out the roles and responsibilities of key officers, councillors and committees within the process of governing the council.
- Having an [Audit and Governance Committee](#) which approves and checks adherence to the Corporate Governance Assurance Framework
- Adoption of a [Local Code of Corporate Governance](#) which conforms to national (CIPFA/SOLACE) guidance. The Local Code sets out how the county council complies with good corporate governance and identifies key documents that demonstrate this.
- Publication of an **Annual Governance Statement**. This is necessary to meet the statutory requirement for authorities to prepare a statement of

internal control which demonstrates accordance with 'proper practices' (Accounts and Audit (England) Regulations 2011).

- **Scrutiny.** We have three scrutiny committees whose role it is to examine the county council's functions and performance, challenging the plans and decisions of the Cabinet and exploring the effectiveness of other public bodies in the locality. They question how key decisions have been made and take up issues of concern to the community.
- **Performance management.** We have a performance management process whereby we identify, monitor and manage a series of Key Performance Indicators that tell us whether we are on track with delivering what we have set out to do. These are closely monitored by our management teams and the findings are reported to our Performance Scrutiny Committee.
- **Regulators.** We have external regulators who monitor, challenge and inspect our performance on a regular basis to ensure we are delivering the best for our residents. Examples of these are the Care Quality Commission for Adult Social Care and Ofsted for Children's Social Care and our schools.

ANNEX A: OUR DELIVERY PLAN

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Listening to residents & service users			
1.	Understand residents' views of the council and key local issues. We will work in partnership with the people who use and access our services in helping to design, deliver and monitor their effectiveness.	Communications	Cabinet Member for Finance
2.	Continue to focus our communication to residents about the council at the local level, by using social media. We will use these channels to improve our 'social listening' and provide feedback of resident views and expectations.	Communications	Cabinet Member for Finance
3.	Digital review of communications intended to create more engaging content for our communities.	Communications	Cabinet Member for Finance
4.	Revise our Equalities Policy and objectives to ensure we identify and prioritise actions that eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity, and foster good relations between people and communities.	Policy	Cabinet Member for Local Communities
5.	We will make paper petitions submitted by residents through formal meetings available on the website alongside their responses.	Law & Governance	Deputy Leader
6.	We will use complaints to form learning outcomes to inform service improvement. We will consider reporting this to our Audit and Governance and Performance Scrutiny Committees.	Law & Governance	Deputy Leader
7.	We will make it easier to contact our Adult Social Care Teams by changing from two general phone numbers and email addresses in each locality to one. Service users will also be given allocated workers' phone numbers so they can call them directly.	Joint-Commissioning	Cabinet Member for

Section 2

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Adult Social Care
8.	Following feedback on our letters, we will be revising our referral assessment letter for Adult Social Care to make it clearer.	Joint-Commissioning	Cabinet Member for Adult Social Care
9.	We will promote and support the involvement of vulnerable children and young pupils and those with Special Educational Needs and Disabilities through the wider involvement forum 'VOXY'.	Education Psychology Service	Cabinet Member for Public Health & Education
10.	We will move from listening and engagement with parents of vulnerable children, including those with Special Educational Needs to genuine co-production to ensure improvements in services and provision.	Education Quality	Cabinet Member for Public Health & Education
11.	We will develop and improve the 'Lead Professional' in children's services to ensure our services and those of others are better co-ordinated and service users have a single point of contact.	Children, Education & Families	Cabinet Member for Children & Family Services
12.	Support the large armed forces population in Oxfordshire by refreshing the armed forces covenant and our commitment to delivery including providing leadership in encouraging local businesses and communities to support the armed forces locally.	Policy	Leader
13.	We will restructure to ensure that our central, coordinating functions work better with the area-based model of infrastructure delivery we have. This will create a more responsive service able to anticipate the needs of residents.	Infrastructure Delivery	Cabinet Member for Environment

Section 2

No	Activity	Who will lead this?	Member lead/ Portfolio holder
14.	We will take a needs-based approach to commissioning and redesigning services for children and families. We will work in partnership with services users and will look to shape the market of providers according to need.	Joint-Commissioning	Cabinet Member for Children & Family Services
15.	The Trading Standards Service will continue to manage demand for services through a pilot project that delivers community engagement events, closer working with partners and high profile enforcement activities. This targeted activity is currently a time-limited project and additional funding would be required to make it business as normal.	Trading Standards	Deputy Leader
Local decision making			
16.	Support councillors in their role as community leaders, by developing the approach to locality working in nine local areas across Oxfordshire.	Policy	Leader
17.	Review our responsiveness to community priorities and our capacity to join up across services at the local level, including with partners. This will include reviewing how services are configured, planned and how they are delivered locally and any relevant governance considerations, including the role and function of councillor-led Locality Meetings and how they can more directly engage district, town and parish councils.	Policy	Leader
Working with local public, community and voluntary groups			
18.	Continue to develop the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services.	Policy	Cabinet Member for Local Communities
19.	We will use grant funding to help and enable more community and voluntary sector organisations to deliver universal children's centres.	Policy	Cabinet Member for Local Communities
20.	We will encourage community and voluntary sector organisations to deliver community transport schemes to complement the councils 'Oxfordshire Comet' service.	Policy	Cabinet Member for

Section 2

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Local Communities
21.	Review our approach to working with the voluntary and community sector to support communities, particularly focused on facilitating better partnership working to support residents and communities to help themselves	Policy	Cabinet Member for Local Communities
22.	To provide a joined-up approach of public services we will lead the 'One Public Estate' programme. We will work with other public organisations (NHS, district councils, Police and OxLEP) to spend our allocated funding in ensuring services are delivered efficiently and in a co-ordinated way.	Property, Assets and Investments	Cabinet Member for Property & Cultural Services
23.	Develop our intelligence collection and analysis on Community Safety. We will keep working with partners locally, regionally and nationally to improve the use of intelligence and information sources, to the benefit of Oxfordshire residents and businesses.	Fire & Rescue Service	Deputy Leader
24.	Pilot a community warden approach for signposting and referring the most vulnerable in our communities to the most appropriate support across partner agencies.	Fire & Rescue Service	Deputy Leader
25.	Reviewing our support to town and parish councils, looking at opportunities to develop better relationships at a local level and taking responsibility for resolving more issues as soon as they arise.	Policy	Cabinet Member for Local Communities
26.	Explore a 'Community Hub' model of providing local services.	Property, Assets and Investments	Cabinet Member for Property & Cultural Services
27.	To safeguard more effectively, we will continue to improve our partner relationships with all public services including the NHS and Police services. In doing so, we will use our collective skills to protect vulnerable people	Adults Safeguarding	Cabinet Member for

Section 2

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Adult Social Care
Transparency and value for money			
28.	We will continue to place Looked After Children as close to home as possible but will get better economies of scale working with different regions to commission out-of-county placements.	Joint-Commissioning	Cabinet Member for Children & Family Services
29.	To improve competition and value for money, we will publish 'Market Position Statements' that set out our intentions for the social care services we want to commission.	Joint-Commissioning	Cabinet Members for Adult Social Care and Children & Family Services

THRIVING COMMUNITIES

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Playing an active part in communities			
1.	Develop a ' <i>Working Locally Strategy</i> ' to identify how the council will engage, make decisions and deliver at the local level.	Policy	Cabinet Member for Local Communities
2.	We will also be working with other community-led groups to conduct 'lorry weight watch' events to assist communities in collecting good quality evidence of potential breaches, for further investigation by Trading Standards).	Trading Standards	Deputy Leader
3.	Improved digital capability and reach as result of digital review to improve resident's access to services. We will then improve our targeting of audiences using 'Acorn' technology to identify relevant groups.	Communications	Cabinet Member for Finance
4.	We are continually improving the menu of play leisure and childcare for children with disabilities by working with young people and their families. Supporting parents to be in employment.	Joint-Commissioning	Cabinet Member for Children & Family Services
5.	We will support independent travel schemes for young people with Special Educational Needs and Disability.	Joint-Commissioning	Cabinet Member for Public

Section 2

No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Health & Education
6.	delivering initiatives such as healthy eating sessions and creating community hubs, this should support residents not only focus on personal development and local participation but also support the creation of a working and sustainable community.	Property, Asset and Investments	Cabinet Member for Property & Cultural Services
7.	Ensure that services work together seamlessly to provide high quality and continuity of support for people, including at key points of transition such as from children's to adults services or leaving hospital to return home.	Adult Social Care	Cabinet Member for Adult Social Care
8.	Continue with our strategy of providing information education and advice to support those who can support themselves at home and in the community.	Adult Social Care	Cabinet Member for Adult Social Care
9.	Increase the number of people supported at home with more people being offered effective short-term help to return them to independence.	Adult Social Care	Cabinet Member for Adult Social Care
10.	Deliver sustained and improved experiences for people who access our services, as measured by the annual survey and with more care providers being rated as 'outstanding' or 'good' by the inspectors.	Adult Social Care	Cabinet Member for Adult Social Care
11.	Improve the resilience and capacity of our home care market to meet the needs of needs of the most complex people, including greater support for people with dementia to live independently.	Adult Social Care	Cabinet Member for Adult Social Care

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
12.	Use the expertise of our service users and their families to design, procure and evaluate services, in particular based on the ethos of 'Nothing about me, without me'.	Adult Social Care	Cabinet Member for Adult Social Care
13.	Fully implement the transformation of daytime opportunities, supporting the transition to new models of provision delivered both in-house and within the community including supporting individuals to identify different ways to meet their care and support needs effectively.	Adult Social Care	Cabinet Member for Adult Social Care
14.	Implement the learning and improvement identified through the Care Quality Commission inspection of health and social care in Oxfordshire in November 2017.	Adult Social Care	Cabinet Member for Adult Social Care
15.	Continue to work with district partners to implement the new joint homelessness pathway and ensure those at risk of homelessness can access the support they need to remain in appropriate accommodation	Adult Social Care	Cabinet Member for Adult Social Care
16.	Support adults living with a physical disability, learning disability, severe mental illness or another long-term condition to live independently as fully participating members of the community. In particular, this means improving access to and the quality of early intervention, therapy, advocacy and support, and hospital based services.	Adult Social Care	Cabinet Member for Adult Social Care
17.	Continue to reduce the number of people placed out of the area for treatment and support services	Adult Social Care	Cabinet Member for Adult Social Care
18.	There is currently a Museum resilience project underway which is looking at ways of delivering museum services in future that reaches more people and communities.	Museum Service	Cabinet Member for Property &

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Cultural Services
Safe lives			
19.	As part of our Fire and Rescue Strategy, we will help more vulnerable children and adults to lead more secure and independent lives through our safe and well-being visits.	Fire and Rescue Service	Deputy Leader
20.	The Trading Standards Service will be continuing to implement the Automatic Number Plate Recognition (ANPR) traffic camera at Newbridge to keep roads safer by monitoring and enforcing lorry weight restrictions. We will investigate breaches accordingly.	Trading Standards	Deputy Leader
21.	Review our local safeguarding arrangements in the light of the Children and Social Work Act 2017 and new Working Together arrangements.	Children, Education & Families	Cabinet Member for Children & Family Services
22.	Our ICT services provide information systems that help direct our staff and services to those most in need, as quickly as possible. We also map information to monitor change and issues in the community.	ICT	Cabinet Member for Finance
23.	We are recommissioning a single pathway for domestic abuse so there is a single point of access to the Domestic Abuse service.	Joint-Commissioning	Cabinet Member for Children & Family Services
24.	Enhanced Outreach Support and targeted Independent Domestic Violence Advisor service.	Joint-Commissioning	Cabinet Member for Children & Family Services

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
25.	Programmes of support for perpetrators of Domestic Abuse.	Joint-Commissioning	Cabinet Member for Children & Family Services
26.	Improving the timeliness and quality of Education Healthcare Plans for children who need additional support.	Joint-Commissioning	Cabinet Member for Public Health & Education
27.	Implement recommendations from the Special Educational Needs and Disability inspection to improve services for children (0-25).	Joint-Commissioning	Cabinet Member for Public Health & Education
28.	We are working with partners to ensure that where children need to come into local authority care, they are able to have an alternative home that meets their needs, which is as local as possible and supports them in returning home when safe.	Joint-Commissioning	Cabinet Member for Children & Family Services
29.	Continue to provide safeguarding information and advice service to give people preventative advice, making links between adult safeguarding and health, housing, mental health and fire service to improve how we work with vulnerable people around self-neglect.	Adult Safeguarding	Cabinet Member for Adult Social Care
30.	We building on the success of the existing 'Warden' schemes we currently have and expanding the reach and scope of this initiative.	Infrastructure Delivery	Cabinet Member for Environment

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
31.	Implement the agreed, joint approach to commissioning high quality services for prevention, early intervention and support for victims of domestic abuse.	Adult Social Care	Cabinet Member for Adult Social Care
Healthy lives			
32.	In the Safe and Wellbeing visits our Fire Service conducts, we will check the homes for risks surrounding slips, trips and falls. This should reduce the incidence of this risk and in time see fewer referrals for this injury type.	Fire & Rescue Service	Deputy Leader
33.	As part of the Government's Local Cycling and Walking Investment Strategy Programme we will employ a dedicated 'Active Travel Officer'.	Communities Policy	Cabinet Member for Environment
34.	Ensure resources are focused on providing safer walking and cycling facilities and we will update the council's Active & Healthy Travel Strategy (AHTS).	Communities Policy	Cabinet Member for Environment
35.	The Fire and Rescue Service will undertake a wide view of individual health vulnerabilities that could positively influence demand for the county and our partners.	Fire & rescue Service	Deputy Leader
36.	Improve our work with NHS partners with a particular emphasis on identifying barriers to recruitment and retention across health and social care.	Joint-Commissioning	Cabinet Member for Adult Social Care
37.	Reviewing planning policy and practice to plan for future growth in a joined-up way, including masterplans that integrate health, housing and infrastructure needs.	Communities	Cabinet Member for Environment
38.	Continue to promote breastfeeding, which is known to have health benefits for mother and baby. Maintain the current high rates of those still breastfeeding at 6-8 weeks.	Public Health	Cabinet Member for Public Health and Education

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
39.	Reduce levels of smoking in the county by encouraging more people to quit, as smoking remains a major cause of heart disease and cancer.	Public Health	
40.	Promote health and healthy lifestyles through our public health campaigns, including the 'NHS Health Checks' programme which offer adults a cardiovascular 'MOT' and looks at many lifestyle factors such as obesity, physical activity smoking, blood cholesterol levels, diabetes, blood pressure and alcohol consumption	Public Health	Cabinet Member for Public Health & Education
41.	Reducing the harm caused by the over-consumption of alcohol, and monitor measures of success for those in drugs or alcohol treatment services with the aim of improving recovery rates.	Public Health	Cabinet Member for Public Health & Education
42.	Consider issues affecting mental wellbeing in the population and what outcomes could be used to monitor it. A programme of public awareness campaigns will support this work by raising awareness of prevention and early intervention services.	Public Health	Cabinet Member for Public Health & Education
43.	Promote access to social networks and other opportunities to prevent loneliness, known to have a negative impact on health and wellbeing.	Public Health	Cabinet Member for Public Health & Education
44.	Seek to halt the increase in childhood obesity.	Public Health	Cabinet Member for Public Health & Education

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
45.	Provide help, support and information to reduce fuel poverty, working through the Affordable Warmth Network.	Public Health	Cabinet Member for Public Health & Education
46.	Work closely with the NHS, private and voluntary sector providers to deliver effective joined up services, in particular reducing those who face delays leaving hospital as a consequence of the care and support required not being available when needed.	Adult Social Care	Cabinet Member for Adult Social Care
47.	Improve the care offered to people in the community to prevent escalation to hospital care.	Adult Social Care	Cabinet Member for Adult Social Care
48.	Undertaking strategic planning work on green infrastructure, seeking to establish gaps in public access to greenspace, and investment needs.	Environment & Resource	Cabinet Member for Environment

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Supporting quality of life for everyone			
1.	Invest in new infrastructure. We play a direct role in the planning of new transport links, ensuring that environmental considerations and legal aspects of environmental protection are considered at the appropriate stage. For example, we will be enhancing our road verge management regime.	Infrastructure Delivery	Cabinet Member for Environment
2.	Maintain and repair our highways infrastructure. We play a direct role in the day-to-day operations of the highway network, ensuring that environmental quality is maintained.	Infrastructure Delivery	Cabinet Member for Environment
3.	Develop an engagement and involvement approach with residents to decisions about highway improvements.	Communications	Cabinet Member for Environment
4.	Undertake improvements to the traffic controls in and out of Oxford to ease people's journey to the city.	Infrastructure Delivery	Cabinet Member for Environment
Improving quality of life for vulnerable groups			
5.	We will work with our partners to improve the sustainable and affordable housing options for young people.	Children, Education & Families	Cabinet Member for Children & Family Services
6.	Improve access to information on safeguarding adults through our corporate information and through the safeguarding website.	Adults Safeguarding	Cabinet Member for Adult Social Care

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
7.	Through our safeguarding work, prevent vulnerable people from being groomed and radicalised.	Adults Safeguarding	Cabinet Member for Adult Social Care
8.	Increase safeguarding training on interagency working around domestic abuse. This will include more case co-ordination with the multi-agency risk assessment conference (MARAC).	Adults Safeguarding	Cabinet Member for Adult Social Care
9.	Use assisted technology to enable people to live at home and use digital services to make services more accessible to young people.	Joint-Commissioning	Cabinet Members for Children & Family Services
Protecting our environment			
10.	Work with Community Action Groups (CAGS) to help them improve services. This approach, of supporting communities to develop effective volunteer networks, has worked to improve recycling rates and may be used in other areas such as community transport and libraries.	Environment & Resource	Cabinet Member for Environment
11.	The 'energy bureau' service will be brought back into the council from another company to help residents, organisations and the council reduce energy consumption as identified in an Annual Energy Action Plan.	Environment & Resource	Cabinet Member for Environment
12.	Ensure our Travel Plan Team become self-financing to monitor developer Travel Plans.	Infrastructure, Innovation & Development	Cabinet Member for Environment
13.	Using a £40k grant from the Department of Business Energy and Industrial Strategy, develop a renewable energy strategy for Oxfordshire.	Environment & Resource	Cabinet Member for Environment

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
14.	Supporting community energy schemes through Community Action Groups and the Low Carbon Hub (Solar schools programme, addressing energy efficiency and supporting increased use of renewables).	Environment & Resource	Cabinet Member for Environment
15.	Partnership working with our Local Economic Partnership (OxLEP) and partner organisations to set their strategy, the priorities and agree an implementation plan on environmental protection.	Environment & Resource	Cabinet Member for Environment
16.	Introduction of new techniques to ensure wildlife gets more consideration in the planning process.(TVERC net gain).	Environment & Resource	Cabinet Member for Environment
17.	Additional focus on a wider range of environmental processes and how they provide benefits to Oxfordshire residents (natural capital).	Environment & Resource	Cabinet Member for Environment
18.	Updating of the evidence base on environmental issues that is made available to the public.	Environment & Resource	Cabinet Member for Environment
19.	Integration of environmental quality with other council functions in future strategic plans.	Environment & Resource	Cabinet Member for Environment
20.	Closer links with the council's Public Health activities to delivery wellbeing through the natural environment.	Environment & Resource	Cabinet Member for Environment
21.	Work with partners to finalise the designing of the flood alleviation scheme and, subject to approvals, commence construction in winter 2018.	Communities	Cabinet Member for Environment
22.	Work with partners through our Environment Partnership and co-ordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding. Priorities for 2018 include: <i>Energy</i>	Environment & Resource	Cabinet Member for Environment

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
	<ul style="list-style-type: none"> • GHG emissions report for 16/17 & monitor local authority measures implemented • Workshop on low carbon homes • Electric vehicles in public sector fleet <p><i>Waste</i></p> <ul style="list-style-type: none"> • Progressing the JMWMS refresh including waste reduction strategy • Developing waste in planning guide • Continuing to monitor waste performance, work in partnership and seek new initiatives <p><i>Natural Environment</i></p> <ul style="list-style-type: none"> • Engaging on AONB management plan refreshes • Monitor uptake of biodiversity net gain approaches • Monitor implementation of the natural capital work along the Oxfordshire to Cambridgeshire Growth Corridor <p><i>Flooding</i></p> <ul style="list-style-type: none"> • Potential refresh of the Local Flood Risk Management Strategy. 		
23.	All new housing/school development is framed around preservation and creation of open space and natural beauty. Through this we will also deliver healthy living initiatives through the right environment and spaces.	Property, Assets & Investments	Cabinet Member for Property & Cultural Services

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Getting the right start in life			
1.	Ensure that new mothers have a maternal mood review by the time their baby is 8 weeks old.	Public Health	Cabinet Member for Public Health & Education
2.	Ensure that young children have mandated health reviews at their new birth visit, 6-8 weeks old, 12 months and 2-2.5 years.	Public Health	Cabinet Member for Public Health & Education
3.	Work with partners from birth to improve the health and educational outcomes of everyone for example through health visitor and school nurses.	Children, Education & Families	Cabinet Member for Children & Family Services
4.	Improving the confidence and capability of the whole children and family workforce.	Children, Education & Families	Cabinet Member for Children & Family Services

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
5.	Ensure the sufficiency and quality of early years and school places meets the growing demand caused by population increases, and the need to increase attainment.	Children, Education & Families	Cabinet Member for Children & Family Services
6.	Improving the quality of childcare settings.	Children, Education & Families	Cabinet Member for Children & Family Services
7.	Improving Foundation stage outcomes for children aged 5 to ensure they meet a good level of development in preparation for entering education.	Children, Education & Families	Cabinet Member for Children & Family Services
8.	Continue to embed and develop the new children and family service, in particular encouraging more community open access provision for under-5s through locality and community support team and the use of the Transition fund.	Children, Education & Families	Cabinet Member for Children & Family Services
9.	By working closely with other organisations and departments (One Public Estate and Public Health directorate) we will support any initiatives that look to improve social connectedness.	Property, Assets & Investment	Cabinet Member for Property & Cultural Services

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
Educating our children & young people			
10.	Focus on increasing school attendance leading to improved attainment levels, and reduce the number of exclusions – with a particular emphasis on improving attendance, aspirations and outcomes for children with special educational needs and disabilities, attending special schools and those eligible for free school meals.	Children, Education & Families	Cabinet Member for Children & Family Services
11.	Develop a partnership approach with schools and other partners to improve health and educational outcomes for all young people, working through the Strategic Schools Partnership Board and the sector-led approach to school improvement through the Oxfordshire Teaching Schools Alliance.	Children, Education & Families	Cabinet Member for Children & Family Services
12.	Support and encourage schools to run 'Healthy Schools' initiative.	Children, Education & Families	Cabinet Member for Children & Family Services
13.	Develop a stronger partnership with schools which includes system-led improvement.	Children, Education & Families	Cabinet Member for Children & Family Services
14.	Working with the Oxfordshire Skills Board and Oxfordshire Local Enterprise Partnership to support young people through their learning, upskill and improve the chances of young people marginalised or disadvantaged from work and increase the number of apprenticeship opportunities.	Children, Education & Families	Cabinet Member for Children & Family Services

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
15.	Increase capacity in schools to work with children and teachers on improving resilience, transition and mindfulness.	Education Psychology	Cabinet Member for Public Health & Education
Helping everyone thrive			
16.	Together with the Oxfordshire Care Leavers' Association we will develop our new core offer for Care Leavers that meets the challenges of the Government's 'Keep On Caring' policy'.	Children, Education & Families	Cabinet Member for Children & Family Services
17.	Improve the outcomes for children and young people who are looked after.	Children, Education & Families	Cabinet Member for Children & Family Services
18.	We will lead on the Regional Adoption Agency (Adopt Thames Valley), striving to improve permanency for all children.	Children, Education & Families	Cabinet Member for Children & Family Services
19.	Focus on managing the increasing demand in children's social care, working across the whole council and with partners to design services with children's involvement.	Children, Education & Families	Cabinet Member for Children & Family Services

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
20.	Help children as early as possible, whether through services provided the council itself or by partners, with a view to reducing the demand for our most intensive services and enabling children to have better outcomes.	Children, Education & Families	Cabinet Member for Children & Family Services
21.	Safely reduce the number of looked after children, including supporting children to stay with their families wherever possible.	Children, Education & Families	Cabinet Member for Children & Family Services
22.	Implement the Placement Strategy to reduce the number of out-of-county placements, and increasing in-house fostering for harder-to-place children.	Children, Education & Families	Cabinet Member for Children & Family Services
23.	Be highly aspirational in the ambition for care leavers to be in education, employment or training by co-ordinating and influencing the provision of a range of high quality options.	Children, Education & Families	Cabinet Member for Children & Family Services
24.	Increase the number of young carers identified and worked with encouraging more schools to be aware of young carers and work towards the Young Carers quality mark, and raising the attainment levels and supporting more young carers to go to higher or further education.	Children, Education & Families	Cabinet Member for Children & Family Services
25.	Work closely with schools to ensure that pupils with special educational needs and disabilities are well-planned, supported and engaged in learning.	Vulnerable Learners	Cabinet Member for Public

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
			Health & Education
26.	Work closely with schools to ensure they are improving the outcomes for looked after children and those with pupil premium funding. We will ensure that the majority of looked after children attend good or outstanding schools.	Virtual School	Cabinet Member for Public Health & Education
Protecting everyone from abuse and neglect			
27.	Work with the Safer Oxfordshire Partnership, including the police, to prevent youth offending, including reducing the number of first time entrants to the Youth Justice Service and the rate of custodial sentencing in the 10-17 population.	Children, Education & Families	Cabinet Member for Children & Family Services
28.	Focus on reducing cases of neglect, including ensuring professionals have appropriate toolkits to help them identify whether a child is being neglected and that appropriate action is being taken.	Children, Education & Families	Cabinet Member for Children & Family Services
29.	Reduce the impact of risky behaviours among adolescents, including substance misuse, bullying, domestic violence and abuse within teenage relationships, working with partners across the Children's Trust and Oxfordshire Safeguarding Children's Board.	Children, Education & Families	Cabinet Member for Children & Family Services
30.	The continued joined-up safeguarding board development aims to link adult and children's themes together on domestic violence and self-neglect.	Adults Safeguarding	Cabinet Member for Adult Social Care

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
31.	Legal Services will ensure the welfare of children in Oxfordshire are safeguarded through taking legal action on child protection.	Legal & Governance	Deputy Leader

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Supporting independent living			
1.	Adult Social Care is reviewing its 'Responsible Localities' model and team structure. This intention of this project is to identify how we can better meet the needs of those in greatest need.	Adult Social Care	Cabinet Member for Adult Social Care
2.	Review our Telecare service to ensure we are utilising the best technology to help support people to live well at home.	Adult Social Care	Cabinet Member for Adult Social Care
3.	Utilise business intelligence to help map/maximise home support provision.	Adult Social Care	Cabinet Member for Adult Social Care
4.	Review the use of trusted assessors and clinic-based approaches to reduce demand on waiting lists for residents.	Adult Social Care	Cabinet Member for Adult Social Care

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
5.	As the lead partner in the One Public Estate, we are working with other key public sector delivery organisations (NHS, district councils, Police and OxLEP) to ensure that public services are delivered efficiently and in a co-ordinated way that aims to bring all public services together reducing the need for travel for those with mobility issues.	Property, Assets & Investments	Cabinet for Property & Cultural Services
Keeping people safe in their homes			
6.	Keep people living safely at home in our Fire Service's Safe and Well Visits by checking homes for risks surrounding slips, trips and falls. This should reduce the incidence of this risk and in time see fewer referrals for this injury type.	Fire & rescue Service	Deputy Leader
7.	Working with voluntary sector organisations and utility companies to identify residents for referral to other services to keep them living safely and independently.	Fire & rescue Service	Deputy Leader
8.	Tackle scams and doorstep crime by raising awareness of how to prevent them, providing advice to residents and taking enforcement action against offenders.	Trading Standards	Deputy Leader
9.	Improve links and partnership working with other organisations (especially health and voluntary organisations) to help identify adults at risk and those in rural settings which need our services.	Adult Safeguarding	Cabinet Member for Adult Social Care
Ensuring care quality and sustainability			
10.	Work with our Local Economic Partnership (OxLEP) to improve care provider sustainability. In doing so we seek to add value, innovate in delivery, create partnerships, and focus on quality and market improvement.	Joint-Commissioning	Cabinet Member for Adult Social Care
11.	Expand the offer of Direct Payments to allow more people to choose how their care is provided and by whom.	Children, Education & Families	Cabinet Member for Children & Family Services

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
12.	Provide information systems which help caring professionals keep track of their work, prioritise those in greatest need and monitor delivery.	ICT	Cabinet Member for Finance

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

No	Activity	Who will lead this?	Member lead/ Portfolio holder
Housing and infrastructure plans			
1.	Produce an implementation plan for infrastructure and housing growth to secure the £215 million investment announced in the budget.	Communities	Leader
2.	Set up a joint 'Spatial Plan Delivery Team' with our district council colleagues. This will produce the spatial plan joining up planning for jobs, homes and transport for Oxfordshire as a whole.	Communities Policy	Cabinet Member for Environment
3.	We will revise and update the Growth Board Governance to reflect the need to deliver on the investment secured.	Communities Policy	Leader
4.	Continue to work with local partners, particularly the Local Economic Partnership, local universities and district councils in Oxfordshire to make a strong case to government for funding of key infrastructure and services in Oxfordshire.	Communities	Leader

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
5.	Set up a Cabinet Advisory Group on Transport, with an initial focus on the Oxford to Cambridge Expressway.	Communities Policy	Cabinet Member for Environment
6.	Ensuring new developments are underpinned by infrastructure that supports future residents' health and wellbeing, including but not limited to green spaces and active travel opportunities (for example through the Healthy Towns initiatives).	Communities/ Public Health	Cabinet Member for Environment
7.	Embed team members within EEH Transport and other Work Programmes.	Communities Policy	Cabinet Member for Environment
8.	Extend the duration of proactive management of traffic through our traffic control centre.	Infrastructure Delivery	Cabinet Member for Environment
9.	Work to ensure that new infrastructure identified can be delivered and that a suitable level of funding is secured.	Infrastructure Delivery	Cabinet Member for Environment
Asset and market management			
10.	As the lead partner in the One Public Estate, we are working with other key public sector delivery organisations (NHS, district councils, Police and OxLEP) to ensure that public services are delivered efficiently and in a coordinated way that aims to bring all public services together – reducing unnecessary costs that could be utilised more effectively for example creating more housing, commercial and employment spaces	Property, Assets & Investments	Cabinet Member for Property & Cultural Services
11.	Conduct Community Asset Reviews to support housing delivery and utilisation of assets within Oxfordshire. This is to help get capital receipts, achieve revenue savings, release land for housing development and employment, provide space for businesses and join up services for residents.	Property, Assets & Investments	Cabinet Member for Property & Cultural Services

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No	Activity	Who will lead this?	Member lead/ Portfolio holder
12.	Realignment of Joint Commissioning will include the development of a 'commercial procurement hub'. This will continue to develop the council's capability in procuring third party organisations who will help support a thriving economy.	Joint-Commissioning	Cabinet Member for Adult Social Care
13.	Continue to develop approaches to workplace charging and congestion charging in order to balance the need for private transport with the challenges of congestion, air quality, and the need for high quality public transport and active travel options.	Communities	Cabinet Member for Environment
14.	Planning ahead for the challenge of recruiting to vital roles, in particular in social care jobs, in the context of a fast growing economy, a rise in the number of private sector jobs available locally, and a reduction in the working age population as a proportion of the total population.	Adults and Childrens Social Care	Cabinet Members for Adults Social Care & Children & Family Services
15.	Provide ways of accessing data and information which is needed to support our growing local economy.	ICT	Cabinet Member for Finance
Future forecasting			
16.	Understand the challenges and opportunities arising for the Oxfordshire economy and local public services from the Brexit negotiations and final deal.	Policy	Leader

ANNEX B– MEASURING OUR PERFORMANCE

To measure the progress we are making towards our vision it is vital that we measure our performance. We are obliged to measure and report certain things, whether as part of a statutory responsibility or to contribute to national or Government datasets. We measure and report on other things which help us to understand how we are progressing towards our priorities and how well our business is working.

The most significant information – that which tells us most clearly how well we are proceeding towards our vision and priorities – will routinely be collated and reported upwards to senior management and elected members, as well as being published for public transparency. In all cases this will be presented in terms of outcomes – what the impact or effect of our action has been, rather than what activity we undertook. In this way we will show a direct link between our day to day work and our top priorities and vision. This Annex sets out our approach to this high-level performance management activity.

The following pages set out the highest levels of indicators which will show how we are performing over the duration of this Corporate Plan. This presents each of the three elements of the vision, the most significant outcomes which will show that the vision is being achieved, and the performance measures which most clearly indicate that these outcomes, and therefore the Corporate Plan vision and priorities, are being achieved. [NB:- this detail will follow in March. The performance dashboards in the current Quarterly Business Management Reports provide an indication of the format and content which will be included in this Annex]

Performance against these priorities, outcomes and measures will be presented to the County Leadership Team and Cabinet to inform decision-making. The same information will also be presented to Performance Scrutiny Committee for their consideration. All these reports will continue to be published for public information.

Throughout the duration of this Corporate Plan our arrangements for performance management will be reviewed and improved as necessary, with a view to ensuring that transparency and understanding of the council's activities are as effective as possible.