

PARTNERSHIP UPDATE REPORT

Report by the Head of Policy

This report provides an update on the Oxfordshire-wide partnerships which are critical in progressing key countywide priorities, enabling partners to work across the themes of a thriving Oxfordshire, including economic growth, health and wellbeing, thriving communities, and support to the most vulnerable;

- Oxfordshire Local Enterprise Partnership
- Oxfordshire Growth Board
- Oxfordshire Environment Partnership (formerly Environment and Waste Partnership)
- Oxfordshire Health and Wellbeing Board
- Oxfordshire Safer Oxfordshire Partnership (formerly Safer Communities Partnership)
- Oxfordshire Stronger Communities Alliance
- Oxfordshire Safeguarding Children Board
- Oxfordshire Safeguarding Adults Board
- Oxfordshire Strategic Schools Partnership Board

Each partnership report addresses the following points:

- The current focus for the Partnership;
- The personnel (Chairman and supporting staff) of the Partnership
- The Partnership's governance arrangements;
- The Partnership's key achievements in the last year;
- The aims for the Partnership in the year ahead;
- The key challenges for the Partnership and how these will be addressed going forward.

Details of the current/future work undertaken by these Partnerships are shown in this report. Each is a snapshot at a particular point in time (with the completion date shown in the preface in each case) rather than a formal report for the financial or calendar year.

The most significant structural change to report since the 2015 update is that the Strategic Schools Partnership has established its terms of reference, working patterns, membership, and functions. The work of this partnership is included in this yearly update alongside an update from Oxfordshire Early Years Board.

Partnership Name	Oxfordshire Local Enterprise Partnership (OxLEP)
Date of completion	25 July 2016
Chairman	Jeremy Long
OCC Lead Member	Cllr Hudspeth
OCC Lead Officer	Bev Hindle
Last Meeting Date	June 2016
Next Meeting Date	6 September 2016
Website Address	http://www.oxfordshirelep.org.uk/
Governance Arrangements	<p>OxLEP became a Company Limited by Guarantee on 1 April 2015. Cllr Hudspeth is a non-executive director of OxLEP limited.</p> <p>Oxfordshire County Council remain the accountable body for OxLEP.</p>
The current focus for the Partnership	
<ul style="list-style-type: none"> • The Oxfordshire Local Enterprise Partnership (OxLEP) is focussed on leading, championing and developing the Oxfordshire economy. • Its primary objective is to deliver the Oxfordshire vision; <i>The Vision for Oxfordshire is that by 2030 Oxfordshire will be a vibrant, sustainable, inclusive world leading economy, driven by innovation, enterprise and research excellence.'</i> • We continue to work in partnership with our local authority partners to develop a compelling case for an Oxfordshire devolution deal which comprises of strategic planning & transport, skills, business support and health and social care functions aligned to a collective £6.2bn devolution ambition. • OxLEP has recently submitted a £382m Local Growth Fund submission to government, in partnership with OCC and stakeholders. We are now entering the negotiation stages with an announcement likely in the autumn statement. Our 37 strategically assessed projects are spread across our four themes of people, place, enterprise and connectivity. • Focus on maximising government investment into the county alongside ensuring we deliver against our existing c£2bn growth programme. • Having formally seconded across the County's economy & skills team into OxLEP the focus is on integration of teams into a single delivery unit and setting into our new office at City of Oxford College. 	

The Partnership's key achievements in the last year

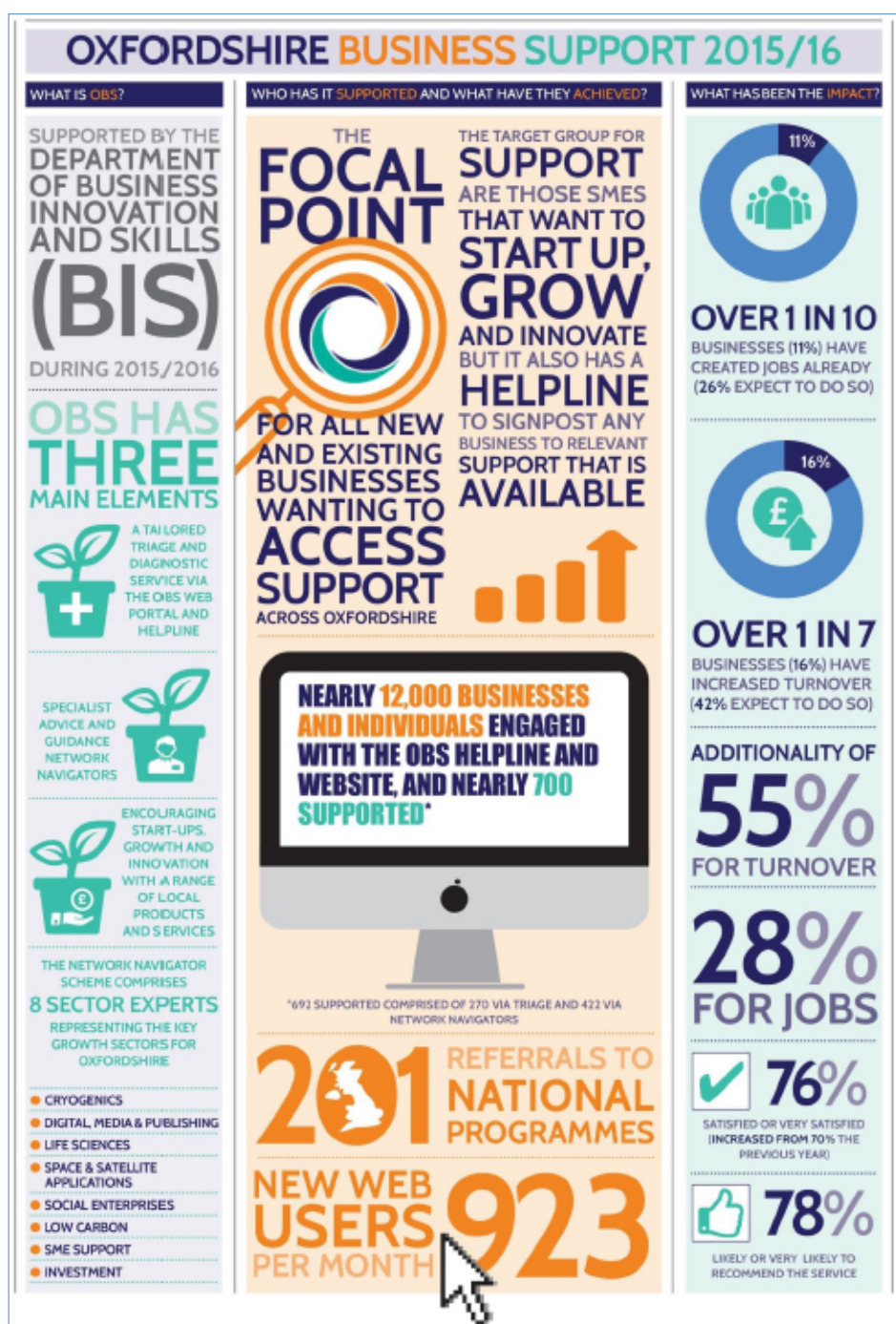
Strategy

- Agreed with Government the final version of the European Structural Investment Funds (ESIF) strategy setting out how Oxfordshire's c. £19.5million allocation will support growth.
- Commenced delivery of the growth ambitions contained in the ESIF Strategy by assisting in the preparation, publication and assessment of specifications for projects including:
 - £1m for business support activities
 - £2.6m for Innovation activities
 - £1.4m for low carbon activities
 - £1.2m for helping the long term unemployed to enter training and the labour market
 - £1m to help young people who are Not in Education, Employment or Training (NEET) and to prevent young people from becoming NEET
 - £0.5m for an Oxfordshire Community Grants Scheme for community organisations to work with local people to help them into training and employment.
- In December 2016 launched the Strategic Environmental Economic Investment Plan (SEEIP); setting out a £31m programme of environmental projects and programmes that will drive economic growth and jobs creation, in advance of potential future funding opportunities (i.e. developing the project 'pipeline'). The priorities are:
 - Growing the green economy
 - Enhancing the quality and resilience of urban areas
 - Improving management of land to reduce flood risk, enhance water resources and promote biodiversity
 - Promoting and enabling access to the countryside
 - Engaging people in the environment and enabling more sustainable lifestyles
- In July 2016, launched the Creative, Cultural, Heritage and Tourism (CCHT) Investment Plan; setting out a £44m programme of projects and programmes that will drive economic growth and jobs creation, in advance of potential future funding opportunities (i.e. developing the project 'pipeline'). The priorities are to deliver:
 - Productive and engaging experiences
 - Skills, talent development and business growth
 - Creative place-making
- Worked with Oxford University, on the development of an Oxfordshire Innovation strategy setting out our collective innovation ambition for the County. It is envisaged the strategy will be launched in autumn.

- Worked on refreshing the Strategic Economic Plan 2016 with the aim of publishing in November 2016.

Supporting business

The infographic below, describes our business support activity in the previous year. We are currently finalising c£3.6m Economic Regional Development Fund business support programmes with Communities and Local Government.



Through “Invest in Oxfordshire”, supported 106 new business investments into the County creating or safeguarding c1700 jobs.

Skills

- Out skills activities are overseen by the Oxfordshire Skills Board (OSB).
- OSB continues to oversee the delivery of our £1.5m city deal skills programme that is driving growth in apprenticeship delivery.
- Overseen the development of 3 x skills capital programmes totalling £9m investment into STEM and the care sector.
- Participated in the Thames Valley Area review of post 16 education covering Oxfordshire, Buckinghamshire and Berkshire.
- Refreshing our skills strategy – launching in autumn
- Delivering nationally recognised labour market intelligence briefings
- One of the national leaders in the delivery of the Careers & Enterprise company’s ‘Enterprise Advisor’ network that supports links between education and business and aligned to our O2i initiative.
- Contributed to the emerging ESIF application, Local Government Fund and devolution negotiations.

The aims for the Partnership in the year ahead

- Maximise investment into the County through LGF and other opportunities
- Ensure delivery against existing funding agreements, which will be mitigated by the robust performance management framework in place and the strategic oversight role of the Growth Board.
- Maximise the opportunity of the potential Oxfordshire devolution opportunity
- Work with the Manging authorities to continue to deliver the ESIF Strategy projects outlined above in the context of Brexit negotiations
- Establish strong working groups to take forward the work on the SEEIP and CCHTIP
- Publish and launch the Strategic Economic Plan for Oxfordshire 2016 in November.
- Embed the aligned teams and maximise delivery to business across our various products
- Refresh OxLEP board membership by appointing at least two new non-executive director.

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

- Ensuring delivery against existing funding agreements, which will be mitigated by the robust performance management framework in place and the strategic oversight role of the Growth Board.
- Maximising government investment into an already successful economy; mitigated through continued excellent relationships at senior official and ministerial level
- Ensuring we are able to respond positively and promptly and be 'strategically opportunistic' as potential future funding opportunities emerge. This will be addressed by ensuring partners and stakeholders are fully engaged and aware of potential opportunities as they arise and by developing, as far as is practicable, a robust suite of business cases (eg. CCHT & SEEIP), in advance of potential funding opportunities
- Delivering our ESIF outcomes in the post Brexit landscape and associated ongoing uncertainty over the national programme

Partnership Name	Oxfordshire Growth Board
Date of completion	August 2016
Chairman	The meetings are administered and hosted on a rotational basis and currently Oxfordshire County Council is the hosting authority. Chairman: Cllr Ian Hudspeth Programme Manager: Paul Staines
OCC Lead Member	Cllr Ian Hudspeth
OCC Lead Officer	Sue Halliwell
Last Meeting Date	26 May 2016
Next Meeting Date	26 September 2016
Website Address	https://www.oxfordshire.gov.uk/cms/content/oxfordshire-growth-board (Public meetings - minutes are currently online on Cherwell website. County website to be updated to reflect transfer of role as lead authority from CDC to OCC)
Governance Arrangements	
<p>The Growth Board is a Statutory Joint Body with a core membership (with voting rights) comprising Leaders or Cabinet/Executive Members from each of the Oxfordshire local authorities. The board also includes non-voting members such as the Oxfordshire Local Enterprise Partnership and the Skills Board. It is supported by an executive of senior officers from the six member local authorities, the Homes & Communities Agency (HCA), the Environment Agency and other partners.</p> <p>Growth Board meetings and chairmanship are administered and hosted on an annual rota basis and currently Oxfordshire County Council is the host authority.</p>	
The current focus for the Partnership	
<ul style="list-style-type: none"> To provide leadership for partnership working and collaboration on spatial planning, economic development, housing, transport, and general infrastructure across Oxfordshire. Leadership of the post-SHMA (Strategic Housing Market Assessment) process in the context of the duty to cooperate <p>The purpose of the Oxfordshire Growth Board to provide governance over planning and infrastructure in Oxfordshire, the Strategic Economic Plan and investment funding streams (for example City Deal and the Local Growth Fund).</p> <p>The programme of projects it oversees currently includes major transport upgrades (e.g. A40), strategy development for spatial planning ,infrastructure and the establishment of training and skills centres to enhance the employability of local people. Funding for these largely comes from Government, together with match funding from private businesses, developers and local councils.</p>	
The Partnership's key achievements in the last year	

- Oversight of delivery of a multi-million pound City Deal and Local Growth Deal projects, new Local Growth Fund project proposals, in particular the potential housing programmes in each district and the strategic transport infrastructure needed to support growth.
- Approaching completion of various work streams in the post SHMA Strategic Work Programme, identifying and assessing spatial options for accommodating Oxford's unmet housing needs with a view to agreeing a numerical apportionment of unmet need between the districts at the September 2016 meeting.
- Engagement on the consultation draft of the updated Strategic Economic Plan and associated investment plans and strategies for skills, innovation, creative, cultural, heritage and tourism sectors, and the environment including supporting the delivery of the Strategic Environment and Economic Investment Plan.

The aims for the Partnership in the year ahead

- To progress with the next stages of a joint post SHMA strategic work programme, focusing on the preparation of an Oxfordshire Infrastructure Strategy, identifying investment priorities to 2040
- To oversee the managed delivery of Local Growth Fund projects and the submission of Oxfordshire Large Local Major Schemes, once timelines are announced / confirmed by Government
- To oversee the update of the Strategic Economic Plan, in the light of Local Growth Funding and any Large Local Major Schemes decisions

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

- To reach an agreement on the apportionment of Oxford's unmet housing need (working assumption of 15,000 homes) in the context of duty to cooperate
- Maintain momentum of joint-working on post SHMA strategic work programme as districts take forward sites for unmet need through the Local Plan process
- Ensuring delivery of the City Deal Programme and Local Growth Fund projects is maintained to support housing and employment growth
- Managing the bidding/funding process and priorities, particularly bids for Local Growth Funding and/or funding for Large Local Major Schemes.

Partnership Name	Oxfordshire Environment Partnership
Date of completion	09/08/16
Chairman	Cllr Richard Langridge
OCC Lead Member	Cllr Nimmo Smith
OCC Lead Officer	N/A – currently lead by West Oxfordshire
Last Meeting Date	Friday 8 th July 2016
Next Meeting Date	Friday 4 th November 2016
Website Address	N/A
Governance Arrangements	<i>Terms of reference available on request</i>
The current focus for the Partnership	
<p>The Partnership’s terms of reference are to help coordinate shared action on Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding including the monitoring of commitments and actions outlined via:</p> <ul style="list-style-type: none"> • Climate Local Commitments • The Joint Municipal Waste Management Strategy • The Flood Risk Management Strategy 	
The Partnership’s key achievements in the last year	
<p>1. Climate Local Commitments</p> <p><i>Local Authority Carbon Reduction Targets</i></p> <p>The Oxfordshire Environment Partnership members have collectively committed to a 3% year on year reduction in greenhouse gas emissions from their estates, in line with the Oxfordshire 2030 target to reduce county-wide emissions by 50 per cent by 2030.</p> <p>Taking all six Oxfordshire local authority estates together, the average year on year reduction in emissions between 2010/11 (the baseline year) and 2014/15 was 7.4 per cent. The data for each Authority is published annually in line with national governmental reporting requirements.</p> <p><i>Oxfordshire Partnership Carbon Reduction Commitments</i></p> <p>Whilst local authorities monitor their reductions via the Oxfordshire Environment Partnership, there are no current mechanisms in place to monitor progress toward the wider Oxfordshire 2030 target by other members of the Oxfordshire Partnership. OEP are keen to work with the broader partnership to put monitoring in place.</p> <p>A recent piece of work commissioned by the County Council indicates that action is needed locally to take leadership and achieve this target.</p> <p><i>OxFutures Project</i></p> <p>Oxfutures is an ambitious programme to lever £15 million of investment into low energy and energy efficiency projects across Oxfordshire. The programme was kickstarted by a grant from Intelligent Energy Europe to Oxford City Council and</p>	

Oxfordshire County Council. It is delivered by the Low Carbon Hub.

The project has brought in investment of around £4.5M so far and has been hugely successful in mobilising renewable energy projects. Share offers are currently out on two further large renewable schemes. The project will close in November 2016, and any further projects agreed by November will count towards the targets, and be delivered over the next three years. There has been very strong partnership working and flexibility. Community renewable energy projects proved to be the strength of the programme. Solar schools have also been very successful and deliver energy and educational benefits.

Low Carbon Oxford - Pathway to 2020

The Low Carbon Oxford Partnership sets emissions targets of 40% by 2020 for Oxford. Oxford City wanted to check progress to see if they were on target for this as 2020 is not far away. A Sustainable energy action plan has been produced using the Covenant of Mayors Commitment template. The city of Oxford's emissions have reduced by 12.8% between 2005 (the baseline year) and 2012, which is actually 18% in capita terms. Projections indicate that partners will be close to the 40% target, but considerable action is still needed by partners.

LEMUR

Local Energy Mapping for Urban Retrofit which is led by BioRegional, Oxford Brookes University, Cherwell District Council & Future Cities Catapult. The LEMUR project won funding from Innovate UK in 2015 to develop a solution to the significant challenges of tackling urban retrofit in the UK. It is a challenge to improve existing housing stock which is one of the worst in Europe and it is anticipated 80% of existing dwellings will still exist in 2050. The project aims to develop a data driven service for local authorities and RSLs for better targeted planning and delivery of energy efficiency. It was initially intended to enable targeting of GreenDeal funding but since the end of that funding stream the project partners are working with British Gas for a boiler replacement scheme.

2. Joint Municipal Waste Management Strategy

Food waste reduction project

Despite all households in Oxfordshire having the ability to separate food waste for recycling at kerbside, food waste continues to be a major component of the residual waste stream (refuse bin). Continual education and engagement with residents is required to reduce the amount of food waste generated and to encourage residents to recycle food waste using their special caddies.

Aside from the environmental benefits, processing food waste at an Anaerobic Digestion plant is significantly cheaper than sending it (in the residual bin) to landfill or the Energy Recovery Facility at Ardley. Better yet, the prevention of food waste in the first instance would create significant savings, both in collection and processing costs. Food waste collected via the special caddies either goes to an anaerobic digester and is processed into biogas and digestate or to an in-vessel composting plant to create soil conditioner. The biogas creates enough renewable energy to

power 8400 homes across Oxfordshire (3% of Oxfordshire)

The partnership members agreed to undertake a food waste recycling engagement project (Project); a collaborative project between all six OEP members and Agrivert (anaerobic digestion contractor). This is currently at a planning stage and is designed to increase the amount of food waste captured at kerbside by removing known barriers to participation by householders.

Courtauld 2025 Agreement

All partners have agreed to sign this agreement.

WRAP (Waste Resource Action Plan) are leading on The Courtauld Commitment 2025, which is an ambitious ten-year voluntary agreement that brings together organisations across the food system, from producer to consumer, to make food and drink production and consumption more sustainable. The aim is to achieve:

- 20% reduction in food & drink waste arising in the UK
- 20% reduction in the Green House Gas intensity of food & drink consumed in the UK
- A reduction in impact associated with water use in the supply chain

Signatories of the agreement are asked to commit to the following

- Work with others to identify and develop good practices in engaging with others
- Engage with residents and colleagues to enable changes in consumption habits- for example deliver “Love Food hate Waste” Messages
- Report Annually to WRAP on what has been done to engage with residents.

3. Flood Risk Management Strategy

OEP has commended the partnership working approach of Oxfordshire’s local authorities in this important area.

Flood Risk Management Strategy

Oxfordshire’s Flood Risk Management Strategy and action plan are available online. The actions are monitored by the Oxfordshire Environment Partnership:
<https://www.oxfordshire.gov.uk/cms/content/oxfordshire-local-flood-risk-management-strategy>

Flood Toolkit

A flood toolkit will be available this autumn at
<https://www.oxfordshirefloodtoolkit.com/>.

The aims for the Partnership in the year ahead

1. Work with broader Oxfordshire Partnership members to measure and monitor collective greenhouse gas emissions.

2. Monitor progress on Food Waste reduction and other waste campaigns
3. Publish the Flood Toolkit
4. Monitor partners impact and actions on Biodiversity

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

The partnership has no dedicated administrative resource going forward. This is being shared between partners.

Partnership Name	Health and Wellbeing Board
Date of completion	26th July 2016
Chairman	Cllr Ian Hudspeth and Dr Joe McManners
OCC Lead Member	Cllr Ian Hudspeth
OCC Lead Officer	Jonathan McWilliam
Last Meeting Date	14 th July 2016
Next Meeting Date	10 th November 2016
Website Address	https://www.oxfordshire.gov.uk/cms/public-site/health-and-wellbeing-board <i>(Public meetings - minutes are online)</i>
Governance Arrangements	
<p>The Health and Wellbeing Board members include District and County councillors, the Oxfordshire Clinical Commissioning Group, NHS England, Healthwatch Oxfordshire and senior officers from local government. Three Partnership Boards report to it - the Older People's Joint Management Group, the Health Improvement Board and the Children's Trust.</p> <p>The Health and Wellbeing Board meets in public three times a year. The Partnership Boards meet more frequently, although not always in public.</p>	
The current focus for the Partnership	
<p>The establishment of a Health and Wellbeing Board became a statutory requirement for every upper tier local authority through the Health and Social Care Act 2012, which took effect from April 2013. In Oxfordshire a Shadow Board met from March 2012.</p> <p>The primary objective of the Health and Wellbeing Board is to work together to improve everyone's health and wellbeing, especially those who have health problems or are in difficult circumstances.</p> <p>To achieve this, the Board provides strategic leadership with the aim of coordinating health, social care and wellbeing services across the county, ensuring plans are in place and action is taken to realise those plans. All members hold each other to account, expect good results and continue to strive for good quality.</p> <p>There are national and local drivers for the transformation of the health and social care system to ensure that good quality services are available at the right time and in the right place. A focus on prevention of ill health and addressing the wider determinants of health is a feature of the work. This is reflected in the priorities and outcomes for the Health and Wellbeing Board, as set out in the Joint Health and Wellbeing Strategy 2015-19.</p> <p>The Board is responsible for an annual report on the Joint Strategic Needs Assessment (JSNA). This monitors trends in the health and wellbeing of Oxfordshire's population and assesses changing patterns of need and demand for services. As in previous years the JSNA was the basis for reviewing the Joint Health</p>	

and Wellbeing Strategy, alongside learning from the last 12 months of implementing the strategy and consultation with key stakeholders.

The Board's overall priorities for 2016-17 were not changed in this year's refresh of the Strategy. However, all outcomes and ambitions set for the year were revised and a new performance framework produced. This enables the Board and the partnership boards to monitor progress against the priorities at each meeting.

The priorities are:

Children and young people

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

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

Priority 3: Keeping all children and young people safe

Priority 4: Raising achievement for all children and young people

Adult health and social care

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

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

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

Health Improvement

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

Priority 9: Preventing chronic disease through tackling obesity

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

Priority 11: Preventing infectious disease through immunisation

The Partnership's key achievements in the last year

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

- There have been big improvements in the take up of free early education for eligible 2 years olds.
- More than 146 schools have received direct support to implement Anti-Bullying strategies.
- A higher percentage of pregnant women saw a healthcare professional in the first 13 weeks of their pregnancy - 95.8% exceeding our target of 92%.
- High coverage rates for some childhood immunisations were achieved across the county. This included the number of children receiving their first dose of MMR vaccine which remained above the 95% target, although some areas remained below 94%.
- The number of hospital admissions caused by unintentional and deliberate

injuries in young people aged 15-25 years has decreased.

- The number of young people not in education, employment or training has continued to fall.
- Over 28,000 people had help from the Community Information Network, which provides relevant, personalised information and advice about what is available to keep well and what support and care there is in local areas.
- We have continued to bring together the work of health and social care with communities and the voluntary sector - our first Neighbourhood team of community health and social care staff in Wantage and Faringdon is based with local GPs.
- The number of total delayed days decreased by 28% and delayed days for social care reasons decreased by 36% from May 2015 to May 2016. In the same period the number of delayed days increased by 25% nationally.
- The average pick up speed for home care reduced from 17 days for the same period in 2015 to 5 days in June 2016. The growth of Extra Care Housing continues and will deliver more units in 2016/17.
- People who use health and social care services report a high level of satisfaction with their care, access to information and receiving support in a timely way.
- Overall the rate of breastfeeding at 6-8 weeks is higher than the national average.
- The number of obese children in School Year 6 in Oxfordshire fell slightly and the proportion is lower than the national average.
- The number of adults who are physically inactive fell, maintaining our good position when compared to the England average.
- The number of cases where positive action to prevent homelessness was successful has exceeded the target by 5% in spite of the fact that the number of cases continue to rise.
- A high number of households in Oxfordshire received information or services to enable significant increases in the energy efficiency of their homes or their ability to afford adequate heating, as a result of the activity of the Affordable Warmth Network and their partners.
- The Children and Young People's Plan for 2015-2018 was presented to the Board in July by a group of children and young people involved in producing it. It was adopted by the Board.

The aims for the Partnership in the year ahead

The Health and Wellbeing Board agreed its priorities for the year ahead at its meeting on 14th July 2016, when it agreed the refreshed Joint Health and Wellbeing Strategy. The Strategy sets out the indicators and targets the Board will use to measure progress on achieving the priorities set out above.

Key themes include:

- Shifting services towards the prevention of ill health.
- Reducing inequalities, breaking the cycle of deprivation and protecting the vulnerable.
- Giving children a better start in life.
- Reducing unnecessary demand for services.
- Helping people and communities to help themselves.
- Making the patient's journey through all services smoother and more efficient.

- Improving the quality and safety of services.
- Streamlining financial systems, especially those pooled between organisations, and aligning all budgets more closely.

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

- Reviewing and refreshing the role and function of the Children’s Trust, and its relationship with the Oxfordshire Safeguarding Children’s Board and other key partnership boards.
- Addressing poor outcomes by targeting the population groups or areas of the county where performance is comparatively poor.
- Building on the involvement and engagement of people in Oxfordshire, including people who use services and their families and friends, working closely with Healthwatch Oxfordshire.
- Ensuring the voice of children and young people is inherent in the work of the Children’s Trust.
- Learning from the development of the Sustainability and Transformation Plan for the whole health and social care system in Oxfordshire.

Partnership Name	Safer Oxfordshire Partnership
Date of completion	1 August 2016
Chairman	Cllr Kieron Mallon
OCC Lead Member	Cllr Kieron Mallon
OCC Lead Officer	Chief Fire Officer David Etheridge
Last Meeting Date	28th July 2016
Next Meeting Date	26 th November
Website Address	https://www.oxfordshire.gov.uk/cms/content/safer-oxfordshire-partnership <i>(Public meetings – agenda is put on website one week before each meeting)</i>
Governance Arrangements	
<p>The partnership has reviewed itself over the past year and is now known as the Safer Oxfordshire Partnership.</p> <p>The Safer Oxfordshire Partnership consists of an elected member-led Oversight Committee which provides support and challenge to an officer-led Coordination Group., This delivers the statutory community safety requirements at the county level. A key change following the review is that the partnership now has a more 'bottom-up' approach with the city/ district level Community Safety Partnerships driving forward the business needs through the efficient and effective identification, development and delivery of countywide community safety priorities.</p> <p>The Chairman attends the Oxfordshire County Council Performance Scrutiny meeting every year.</p> <p>The terms of reference for both the Committee and the Coordination Group can be found on the partnership webpage</p> <p>The partnership has also worked alongside the other countywide partnerships (Safeguarding Boards, Health & Wellbeing Board, Childrens Trust) and the city/ district level Community Safety Partnerships (CSPs) to agree a working protocol on effective liaison across these partnerships. The working protocol is also available on the partnership webpage.</p>	
The current focus for the Partnership	
<p>The partnership has recently signed off its annual report for 2015-6 and agreed its community safety agreement (CSA) for 2016-17 which identifies the countywide priorities for the partnership.</p> <p>The partnership is responsible for delivering the new Preventing radicalisation agenda and has just signed off a memorandum of understanding. Setting out the roles and responsibilities for the city/ district CSPs and Safer Oxfordshire in delivering the Prevent agenda. In addition, there is a need to support the Safeguarding Boards to develop guidance on identifying and responding to modern slavery and exploitation.</p>	

On-going activities include:

- raising awareness of Child Sexual Exploitation (CSE) through supporting the Oxfordshire Safeguarding Children's Board CSE sub-group
- supporting the coordination of domestic abuse prevention activity across the county, including FGM, forced marriage and honour-based violence
- preventing crime and Anti-Social Behaviour through the district Community Safety Partnerships
- reducing re-offending through supporting the Thames Valley-wide Reducing Reoffending Strategy and supporting delivery of the Youth Justice Strategy 2016-17 and activity to reduce the harm caused by alcohol and drugs misuse, including ex-offenders.

Priorities for 2016-17 are listed under the aims for the Partnership below.

The Partnership's key achievements in the last year

The partnership has reviewed itself so that its priorities are driven by local concerns that require county wide coordination.

The partnership contributed to the development of a working protocol setting out how countywide partnerships and the CSPs will work together to avoid duplication and gaps in safeguarding, protecting vulnerable people, and keeping communities safe.

The partnership allocated funding from the Police and Crime Commissioner (PCC) to support projects that will deliver the strategic objectives set out in the PCC's Police and Crime Plan.

The following highlights some of the activities that have been delivered using this funding to cut crimes that are of most concern to the public, reduce re-offending; to protect vulnerable people; to protect people from serious and organised crime, terrorism and internet based crime.

- Community Safety Partnerships continued to deliver their local Child Sexual Exploitation (CSE) action plans to increase awareness of the risks of CSE amongst local communities. Partnership funding was also used to commission a project to support young people at risk or perpetrating CSE in Banbury and East Oxford.
- Community Safety Partnerships delivered a range of youth diversionary projects to successfully reduce Anti-Social Behaviour and improve the safety of town centres at night
- The County Council Drug and Alcohol Team supported the Refresh Café initiative. This initiative aims to provide work/ employment-based interventions, support and real work experience to drug and alcohol users with a history of offending to reduce re-offending and sustain recovery.

- The Prevent Implementation Group secured Home Office funding to train over 400 frontline staff to identify the signs of radicalisation and make referrals through safeguarding procedures.
- Commissioned the Rose Clinic to identify and treat women who have been subject to Female Genital Mutilation (FGM).
- Delivered activities through the Youth Justice Service to prevent entry into the criminal justice service and reduce the number of first time entrants (aged 10-17) by 25.7% in the 12 months to June 2015, compared with a reduction of 11.5% nationally.
- Provided funding to train an additional 115 domestic abuse champions across Oxfordshire.

The aims for the Partnership in the year ahead

The partnership priorities for 2016-17 are to:

- Reduce Anti-Social Behaviour
- Reduce levels of offending and re-offending, especially amongst young people
- Reduce the harm caused by alcohol and drugs
- Protect those at risk of abuse and exploitation
- Reduce the risk of radicalisation and hate crime
- Reduce violence and serious and organised crime

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

The key challenges are:

- Ensuring the new Safer Oxfordshire Partnership works efficiently and effectively to create safer communities through support and challenge
- Implementing the working protocol through setting up a Partnership Working Group
- Supporting the development of the new “Thames Valley Reducing Reoffending Strategy 2015-18”
- Supporting the Safeguarding Boards to develop guidance on identifying and responding to modern slavery and exploitation
- Assessing compliance against the Prevent duty

Partnership Name	Oxfordshire Stronger Communities Alliance
Date of completion	2 August 2016
Chairman	Rt Revd Bishop Colin Fletcher & Cllr Rodney Rose
OCC Lead Member	Cllr Rodney Rose
OCC Lead Officer	Jonathan McWilliam
Last Meeting Date	30 June 2016
Next Meeting Date	20 October 2016
Website Address	https://www.oxfordshire.gov.uk/cms/content/oxfordshire-stronger-communities-alliance <i>(Public meetings - minutes are online)</i>
Governance Arrangements	
<p>The Oxfordshire Stronger Communities Alliance (OSCA) brings together 23 members from voluntary sector support providers, faith groups, representatives of local councils, the NHS, military and police.</p> <p>OSCA Partnership meetings are held three times a year.</p>	
The current focus for the Partnership	
<p>The focus for Oxfordshire Stronger Communities Alliance (OSCA) for the forthcoming year is to:</p> <ul style="list-style-type: none"> • Develop capacity and capability within the voluntary sector • Raise the profile of volunteers and increasing the numbers • Work with the sector to ensure that communities are supported through service changes such as Children’s, Transport and Day Services. • Improve communication between services providing infra-structure support to the voluntary and community sector <p>This will be supported by Oxfordshire Community Voluntary Action and Oxfordshire Rural Community Council along with Oxfordshire Community Foundation.</p>	
The Partnership’s key achievements in the last year	
<p>OSCA has continued to build capacity amongst the voluntary and community sector organisations it represents. It has supported more organisations experiencing financial difficulties and has worked with partners to build sustainability and capacity.</p> <p>Work has continued to support the community transport review and more recently planning for the impact of the removal of bus subsidies. Oxfordshire Rural Communities Council have supported areas wanting to develop community transport schemes by recruiting volunteer drivers in targeted areas where demand cannot be met by existing car schemes.</p> <p>The Children & Young Peoples Forum, is proving popular and continues to grow, bringing a wider awareness to the sector of disseminating good practice and understanding each sectors requirements and service provision. This has also been</p>	

a useful forum for discussion around the Children's Services changes and the impact on Children's Centres.

At the most recent meeting of OSCA the county wide Volunteering Strategy was agreed, enabling partners to:

1. Raise the profile of volunteering across the county
2. Improve public access to volunteering opportunities
3. Improve knowledge and understanding of the needs of organisations who use volunteers to deliver services
4. Improve knowledge and understanding of the needs of volunteers
5. Improve quality and range of volunteer opportunities available within the county
6. Increase numbers and diversity of volunteers across the county
7. Support volunteers to reach their potential
8. Support and enhance delivery of services through volunteers

OSCA has become more focussed in its approach to identify and manage key issues that adversely impact on the sector and the wider community. This has had a positive impact on managing delivery in communities.

The aims for the Partnership in the year ahead

The VCS and commissioners will continue to work in partnership to facilitate the sector's access to public sector contracts. This will include commissioners working with the sector to increase VCS understanding of procurement processes and develop commissioning to reduce disadvantages.

As the trend for single contracts continues, OSCA will need to provide the infrastructure for VCS partners to collaborate and form consortia to ensure they have the experience, capacity and financial reserves to bid for contracts.

OSCA members continue to maximise funding opportunities for the county. Members will continue strong links with the Oxfordshire Local Enterprise Partnership (LEP), Oxfordshire Community Foundation and other funders.

OSCA will continue to be a 'critical friend' to public sector organisations implementing policy changes, providing advice and challenge in relation to impact on the sector and the wider community.

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

- Funding streams for the VCS are continually being reduced at a time when there is an increasing demand for their services. OSCA will address this challenge by promoting access to new funding streams and closer partnership working.

- OSCA will need to build capacity and resilience in the sector to be able to effectively compete in a competitive market place for commissioning services
- VCS organisations are under increasing time and financial constraints and often don't have the capacity for forward thinking. Projects "Charity Mentors" and "Future Building Fund" aim to address this by building capacity and closer links with the business sector to widen the pool of resources accessible to the VCS.

Partnership Name	Oxfordshire Safeguarding Children Board
Date of completion	25 th July 2016
Chairman	Paul Burnett
OCC Lead Member	Clr Melinda Tilley
OCC Lead Officer	Hannah Farncombe
Last Meeting Date	12 th July 2016
Next Meeting Date	10 th November 2016
Website Address	www.oscb.org.uk
Governance Arrangements	
<p>The Oxfordshire Safeguarding Children Board (OCSB) is led by an independent chair and includes representation from all six local authorities in Oxfordshire, as well as the National Probation service, the Community Rehabilitation Company, Police, Oxfordshire Clinical Commissioning Group, Oxford University Hospitals NHS Trust, Oxford Health NHS Foundation Trust, schools and Further Education colleges, the military, the voluntary sector and lay members.</p> <p>The Board meets 4 times per year and is supported by an Executive Group that meets 4 times per year.</p> <p>There are three area groups to ensure good communication lines to frontline practitioners.</p>	
The current focus for the Partnership	
<p>The OSCB remit is to co-ordinate and to ensure the effectiveness of what is done by each agency represented on the Board safeguard and promote the welfare of children in Oxfordshire. This is achieved through:</p> <p>(1) Co-ordination of local work by:</p> <ul style="list-style-type: none"> • Developing robust policies and procedures. • Participating in planning services for children in Oxfordshire. • Communicating the need to safeguard and promote the welfare of children and explaining how this can be done. <p>(2) To ensure the effectiveness of that work by:</p> <ul style="list-style-type: none"> • Monitoring what is done by partner agencies to safeguard and promote the welfare of children. • Undertaking Serious Case Reviews and other multi-agency case reviews and sharing learning opportunities. • Collecting and analysing information about child deaths. • Publishing an annual report on the effectiveness of local arrangements to safeguard and promote the welfare of children in Oxfordshire. 	
The Partnership's key achievements in the last year	
<p>Learning and Improvement: The OSCB worked on five different serious case reviews. Three reviews were completed and published. Including a joint domestic</p>	

homicide review / serious case review. For each review a learning summary was produced highlighting key messages for practitioners and managers.

The OSCB ran two learning events and an annual conference in 2015/2016 covering a range of themes emerging from local serious case reviews and audits such as child sexual exploitation, peer violence and domestic abuse, adolescents and risk. These were attended by over 800 local practitioners, with a mixture of frontline staff, volunteers, management, and board members. Practitioners said, *“It has given me time to reflect on the families that I work with and think who may best support them”*

Quality Assurance: Multi-agency audits reviewed over 25 cases from an perspective. The purpose was to check how well agencies worked together on issues of domestic abuse, child sexual exploitation and ‘Education, health and Care Plans’ for children and young people with learning difficulties or disabilities (aged 0 to 25). In addition, an audit was undertaken on the multi-agency usage of the child sexual exploitation screening tool – a sample of 178 screening tools was reviewed followed by an in-depth look at 20 completed tools.

Training: The OSCB delivered over **150** free safeguarding training and learning events plus online learning. In 2015/16 the training reached over **9000** members of the Oxfordshire workforce. The training is overseen by a multi-agency subgroup. Over 85% of delegates report that they have found the training good or excellent. Most of the training is delivered by a volunteer training pool comprising members of the children’s workforce and is free to practitioners.

Communications: The OSCB website was kept updated and used to promote key messages. The OSCB delivered termly newsletters to over 4000 members of the multi-agency workforce, which was a greater number than last year. The OSCB Safeguarding in Education subgroup released termly e-bulletins for early years, educational and further education settings.

Safeguarding procedures: work tookplace on procedures relating to child death processes; information sharing; male circumcision; modern slavery; child sexual exploitation; coercive behaviour and the Mental Capacity Act amongst others.

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

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

Child Sexual Exploitation (CSE): The OSCB has a strong CSE subgroup led by the Oxford Commander for Thames Valley Police. In July 2015 the OSCB published the stocktake report on progress made by agencies in tackling Child Sexual Exploitation across the County. In March 2016 this was tested again through the Joint Targeted Area Inspection. The headline judgement was that Oxfordshire now

has 'a highly developed and well-functioning approach to tackling exploitation'.

The aims for the Partnership in the year ahead

1. Ensure that local partnership arrangements are understood and that the 'front door' for safeguarding concerns for children provides a swift and robust response to all children.
2. Protecting younger children from the harm of neglect and parental risk factors.
3. Protecting older children from harm by maintaining a multi-agency focus on issues such as peer on peer abuse, online and LGBT bullying, self-harm and suicide.
4. Testing if learning is embedded across the child protection partnership.

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

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

In summary:

The Chair has developed local strategic relationships to ensure that safeguarding risks in the child protection partnership are understood and managed effectively at the highest level. Safeguarding Summits take place on a bi-annual basis for the OSCB to engage with partners at a strategic level. This coming year will include a joint summit with the adults' board as well as an additional workshop on taking forward the development of the local safeguarding children board following with the 'Wood Report' published in May 2016.

The Board has set a clear schedule of reporting to ensure that key safeguarding issues are challenged and practice is improved. The focus this year will be to ensure that front door services (including the MASH) are evaluated and improve Early Help is developed and effectively implemented as part of the transformation of services in Oxfordshire, that the work on neglect retains a strategic profile and that safeguarding training continues to be of a high quality, leading to improved knowledge in the safeguarding system. These priorities are particularly important in the context of reduced public sector funding and the potential impact this may have on safeguarding children, young people and families.

The Board has a quality assurance programme in place led by a subgroup, which tests how well learning from case reviews is embedded into practice across the safeguarding system through multi-agency audits and scrutinises how well partner agencies' safeguarding arrangements can demonstrate change.

Partnership Name	Oxfordshire Safeguarding Adults Board
Date of completion	15 th July 2016
Chairman	Sula Wiltshire (Interim Chair)
OCC Lead Member	Cllr Judith Heathcoat
OCC Lead Officer	John Jackson
Last Meeting Date	23 rd June 2016
Next Meeting Date	22 nd September 2016
Website Address	www.osab.co.uk
Governance Arrangements	
<p>The board includes members from all statutory agencies, including: Oxfordshire County Council, Thames Valley Police, NHS Oxfordshire, Oxford Health NHS Foundation Trust and the Oxford University Hospitals NHS Trust.</p> <p>The Board has working relationships with other Boards and partnerships across the County detailed in the Joint Working Protocol covering the Health & Wellbeing Board, the Oxfordshire Safeguarding Children Board and the Community Safety Partnerships (district and county level).</p> <p>Within OCC, the Annual Report goes to:</p> <ul style="list-style-type: none"> • Performance Scrutiny • Health & Wellbeing Board • Annual Briefing for all Councillors 	
The current focus for the Partnership	
<p>The purpose of the Oxfordshire Safeguarding Adults Board is to create a framework within which all responsible agencies work together to ensure a coherent policy for the protection of vulnerable adults at risk of abuse and a consistent and effective response to any circumstances giving ground for concern or formal complaints or expressions of anxiety. Safeguarding Adult Boards became statutory bodies on 1st April 2015 following the implementation of the Care Act 2014.</p> <p>Aims:</p> <ul style="list-style-type: none"> • Ensure that all incidents of suspected harm, abuse or neglect are reported and responded to proportionately, and in doing so: • Enable people to maintain the maximum possible level of independence, choice and control • Promote the wellbeing, security and safety of vulnerable people consistent with their rights, capacity and personal responsibility, and prevent abuse occurring wherever possible • Ensure that people feel able to complain without fear of retribution • Ensure that all professionals who have responsibilities relating to safeguarding adults have the skills and knowledge to carry out this function • Ensure that safeguarding adults is integral to the development and delivery of services in Oxfordshire. <p>There are six sub groups which report to the Safeguarding Adults Board:</p>	

- **Policy and Procedures:** To oversee the development and implementation and review of local policies and procedures that ensure: the abuse of vulnerable adults is identified where it is occurring; there is a clear reporting pathway; that there is an effective and coordinated response to abuse where it is occurring; that the needs and wishes of the vulnerable adult are central to the adult protection process
- **Training:** To provide a comprehensive multi agency training programme to support single agency training in the areas of prevention, recognition and responsiveness to abuse and neglect. This is shared with the Children's Board
- **Safeguarding Adult Review :** To provide assurances to the OSAB that recommendations and learning from all relevant serious case reviews (with multi agency characteristics) have been considered, and that the relevant learning and recommendations are being implemented.
- **Performance, Information & Quality Assurance:** To receive data on agencies' performance and to undertake audits to establish agencies' effectiveness in safeguarding adults at risk.
- **Vulnerable Adults Mortality Panel:** The formation of this is group was in response to the concerns raised through the Mazars report (and supported by central government) regarding how deaths of adults living with a learning disability were scrutinised. The group's first meeting will be in Autumn 2016 and the role of the group is two-fold. Firstly, the group will review the deaths of those with a learning disability that occurred between April 2011 and March 2015. Secondly, the group will act as the ongoing scrutiny panel for any new deaths of those with a learning disability, much the same as the Child Death Overview Panel operates in the Children's Board.

The Partnership's key achievements in the last year

- In 2015 the Board participated in the LGA Peer Review process. There were a number of recommendations and an extensive action plan developed as a result of this. Currently the only outstanding action is the development of the multi-agency training, which will go live by November 2016. The 2015-16 Annual Report has been finalised and will be published by September 2016.
- The Board has seen an increase in cases coming to the Board for consideration for a SAR. The timeliness of these referrals has also significantly improved and average notification has dropped to within 10 days of the incident.
- The new OSAB website has been launched (www.osab.co.uk) and has proved very successful. The Board's website hosts direct links to the Safeguarding Referral Forms for professionals and members of the public. The thresholds and procedures documents are easily located. Feedback from professionals has been positive and responses to improvements have all been actioned in a timely fashion.

The aims for the Partnership in the year ahead

The Board's priorities for the coming year have been aligned with the Making Safeguarding Personal agenda.

Empowerment

The Board will continue to work towards supporting people to manage risk in their own lives. This should be clear in all stages of Oxfordshire's safeguarding adults procedures.

There will be an emphasis on reducing focus on process and increasing focus on the individual. The Board will also ensure that there is a greater public awareness of safeguarding adults, while also managing expectations. A coordinated response is important to help increase the safety of vulnerable adults.

Protection

The Board will continue to work towards ensuring safeguarding adults procedures respond to abuse or neglect. We will seek assurance that care and support is fully compliant with the Mental Capacity Act.

This will be achieved by ensuring that there is a full range of policies, procedures and guidance in place to enable partner organisations to work together to respond to abuse and neglect. These policies, procedures and guidance will be reviewed regularly to reflect emerging developments in national guidance and legislation as well as national, regional and local learning, and new approaches to safeguarding practice. The Board will provide information about what abuse and neglect is, how to recognise the signs and what they can do to prevent and then seek help and support.

Proportionality

The Board will continue to work on ensuring that safeguarding adults policies, procedures and guidance are used in appropriate circumstances to inform a proportionate response to the concerns being raised.

This will be achieved by ensuring safeguarding adults policies, procedure and guidance are clear and explicit about the definitions and thresholds for intervention and what the potential alternatives are if these thresholds are not met. The Board will also ensure that thresholds are consistently applied by all partner agencies.

Prevention

The Board will seek assurance from all partner agencies that prevention is a core element in the development, commissioning and delivery of services. This includes raising awareness of the possibility of abuse that staff are equipped to recognise early signs.

This will be achieved by ensuring the right people are recruited through safe recruitment mechanisms and that all staff receive appropriate training. Strong risk management and early intervention will support those with care and support needs and reduce the risk harm.

Partnership

The Board will develop joint working practices between and across organisations that promote coordinated, timely and effective responses for the individual at risk. The partnership aims to foster an approach that places the welfare of individuals above the needs of the system and promotes joint planning.

This will be achieved by ensuring the working relationships between partner agencies, including District Councils, are developed and sustained at a strategic and operational level and links to wider networks or Boards are clear. Learning from reviews will be shared amongst partner agencies and integrated in practice.

Accountability

The Board will work to ensure that the roles of all agencies and staff and their lines of accountability are clear. Agencies across the partnership will recognise their responsibilities to each other, act upon them and accept collective responsibility for safeguarding arrangements.

This will be achieved by using a self-assessment framework for the Board and partner agencies. The Board will improve the performance management information available on safeguarding adults. This will include feedback from individuals who have been subject to safeguarding adults procedures. Board assurance activity will include assessing whether risk management is proportionate and coordinated.

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

There has been a substantial increase in the number of safeguarding referrals raised. As a result, Adult Social Services have pulled together all the safeguarding work into a single Safeguarding Service covering the whole county. The new structure goes live in October 2016. The referral mechanism into the service will not change.

The increased rate of referrals for consideration for a SAR has meant we have gone from no active SARs in 2014-15 to currently having three SARs underway. The costs of conducting such reviews can be high so we are currently piloting a new method based on the Appreciative Inquiry model of case reviews. This model focusses less on report writing and more on bringing together the practitioners involved to discuss the case and work through what worked well, what didn't work so well and how this can be prevented in future cases.

Partnership Name	Oxfordshire Strategic Schools Partnership Board (SSPB)
Date of completion	27.07.16.
Chair	Rebecca Matthews
OCC Lead Member	Cllr Melinda Tilley
OCC Lead Officer	Chris Malone, Strategic Lead, Education Quality
Last Meeting Date	08.06.16.
Next Meeting Date	28.09.16.
Website Address	n/a communications through Schools News
Governance Arrangements	The Board provides regular updates to the Schools Forum, to Education Scrutiny committee and to the CEF Directorate Leadership Team.
The current focus for the Partnership	
<p>Oxfordshire's Strategic Schools Partnership Board brings partners together to promote the development of sustainable school to school support across the county.</p> <p>The Board holds a small budget. Commissions are based on priorities identified by the Board in the context of Oxfordshire's Education Strategy 2015 - 18 and 'Equity and Excellence', supporting the aspiration that all Oxfordshire schools should be good or outstanding.</p> <p>In order to meet this aspiration, a number of priorities have been identified and agreed by the Board:</p> <ul style="list-style-type: none"> • Close the performance gap between vulnerable learners and their peers • Improve achievement of those with SEND • Improve attendance • Support effective recruitment and retention • Encourage higher quality alternative provision • Reduce fixed term and permanent exclusions • Support development of leaders and managers in schools and settings <p>After one year of working together, members of the Board have established effective ways of working, there is good commitment to attending meetings and a level of honest and challenging discussion.</p>	
The Partnership's key achievements in the last year	
<p>Key achievements include:</p> <ul style="list-style-type: none"> • establishing this Board, engaging schools and partners so that the work includes all key partners in the current educational landscape in Oxfordshire • the appointment, through open recruitment process, of an independent chair for the year ahead • a recruitment and retention research project by Oxford University and Oxford 	

Brookes University to be disseminated through a conference event in the autumn 2016

- the establishment of the Operational Group with supporting terms reference and a protocol for ways of working. This group manages the school improvement function
- development of the KEEP website to disseminate effective practice for school to schools support.

The aims for the Partnership in the year ahead

Much of the first year has been spent managing the practicalities of terms of reference, membership and various protocols, but these are now established and working well. Success from the various commissions will be monitored to measure impact regularly.

The viability and longevity of the Board will depend on the financial model that can be ensured for the future.

Through the year ahead the Board will be focusing on holding partners on the Operational Group to account, and on commissioning further work to address key priorities.

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

Current challenges include:

- reviewing the remit and scope in the light of the Government's White Paper '[Educational Excellence Everywhere](#)' and subsequent policy changes
- in line with national policy, shifting the operational school improvement function from the local authority to partners, quality assuring this effectively, while retaining accountability to Ofsted.
- improving strategic interrogation of pupil data, supported by the new data sharing protocol, and acting upon findings
- identifying impact of the work of the Board and disseminating to the education community
- clarifying the future viability of the Board as a commissioning body, as budget is time-limited, and establishing the Board's role as a broker of partnership resource

These challenges will be addressed through engagement of partners in strategic decision-making (SSPB), in engaging all schools in addressing the priority areas, and in providing school improvement services to maintained schools causing concern, through the Operational Group.

Partnership Name	Oxfordshire Early Years Board
Date of completion	27.07.16.
Chair	Sarah Steel
OCC Lead Member	Cllr Melinda Tilley
OCC Lead Officer	Chris Malone, Strategic Lead, Education Quality
Last Meeting Date	12.05.16.
Next Meeting Date	22.09.16.
Website Address	https://www.oxfordshire.gov.uk/cms/content/early-years-board
Governance Arrangements	The Early Years Board provides regular updates to Schools Forum, and to the CEF Directorate Leadership Team. It operates parallel to the Strategic Schools Partnership Board (SSPB).
The current focus for the Partnership	
<p>The Early Years Board brings together international, national and local early years experts. Current work includes:</p> <ul style="list-style-type: none"> • strategic leadership for early education in Oxfordshire (using data and intelligence to prioritise and influence) across schools, settings (day nurseries and pre-schools) and childminders • systems leadership: supporting outstanding practitioners to lead quality improvement in early education in Oxfordshire, and developing sustainable local networks, or 'communities of practice' • narrowing the gap in Oxfordshire between outcomes for economically disadvantaged pupils and their peers at age five. 	
The Partnership's key achievements in the last year	
<p>Key achievements include:</p> <ul style="list-style-type: none"> • the engagement of key national figures in helping to shape early education in Oxfordshire: Kathy Sylva and Sandra Mathers (Oxford University), Chris Pascal and Tony Bertram (Centre for Research in Early Childhood), Neil Leitch (Chief Executive of the Pre-School Learning Alliance), Jan Dubiel (National Director Early Excellence) and Beatrice Merrick (Chief Executive Early Education). • close joint working between Oxfordshire's Early Years Teaching Schools and the council Early Years Team. • engagement with Oxfordshire's Professional Lead for Health Visiting, who now sits on the Board, enabling high level discussion on the effectiveness of integrated assessment of children at age two • the election of the Chair of the Early Years Board (Sarah Steel, Managing Director Old Station Nurseries). Sarah has recently been listed in Nursery 	

Management Today Magazine's 'Top 10 Most Influential' list for the Early Years sector in the UK in recognition of her work for the National Day Nurseries Association and within both Oxfordshire and Gloucestershire local authorities.

- the development of a systems leadership approach to early education in Oxfordshire, with outstanding practitioners working with other schools and settings to improve quality. A launch event was hosted on 5th November 2015 attended by 100 delegates. There are currently two cohorts of learners on 'systems leadership' training, including leaders from schools, children's centres, settings and childminders. A three year evaluation has been commissioned from Kathy Sylva and Sandra Mathers at Oxford University, to capture impact and what works well.
- high level scrutiny of current early years assessment arrangements. This resulted in a decision to highly recommend that all schools in the county with a reception class continue to assess children's attainment at the end of the Foundation Stage (at age 5) in 2016/17 even though this assessment ceases to be a statutory requirement on schools in July 2016.
- the commissioning of phonological awareness training in the north, central and south of the county in response to data concerns and challenge by Ofsted.

The aims for the Partnership in the year ahead

The Early Years Board aims to:

- continue to offer national expertise to help to steer policy for early education in Oxfordshire
- embed the systems leadership approach described above
- address the large attainment gap in Oxfordshire between economically disadvantaged children and their peers, for example through the 'School Readiness Steering Group'
- advise on preparations for delivery of the 30 hours childcare offer in Oxfordshire.

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

Current challenges include:

- implementation of the 30 hours childcare offer in Oxfordshire from September 2017
- financial viability of providers in the private and voluntary sectors
- demands on outstanding professionals and reliance on their 'professional generosity' to support other providers in their improvement journey
- uncertainty around future funding through the Dedicated Schools Grant

The September Board meeting includes agenda items addressing these challenges.

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