



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 15 December 2020 at 2.00 pm

Virtual

Please note that due to guidelines imposed on social distancing by the Government the meeting will be held virtually.

If you wish to view proceedings, please click on this [Live Stream Link](#)
However, that will not allow you to participate in the meeting.

A handwritten signature in blue ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive

December 2020

Committee Officer: **Sue Whitehead**

Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care & Public Health
Steve Harrod	Cabinet Member for Children & Family Services
Ian Corkin	Cabinet Member for Council Business & Partnerships
Lorraine Lindsay-Gale	Cabinet Member for Education & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance
Liam Walker	Cabinet Member for Highways Delivery & Operations
Mark Gray	Cabinet Member for Local Communities

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 23 December 2020

*unless called in by that date for review by the appropriate Scrutiny Committee.
Copies of this Notice, Agenda and supporting papers are circulated
to all Members of the County Council.*

Date of next meeting: 19 January 2021

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

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

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 6)

To approve the minutes of the meeting held on 17 November 2020 (CA3) and to receive information arising from them.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

This Cabinet meeting will be held virtually in order to conform with current guidelines regarding social distancing. Normally requests to speak at this public meeting are required by 9 am on the day preceding the published date of the meeting. However, during the current situation and to facilitate these new arrangements we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e. 9 am on Wednesday 9 December. Requests to speak should be sent to sue.whitehead@oxfordshire.gov.uk together with a written statement of your presentation to ensure that if the technology fails then your views can still be taken into account. A written copy of your statement can be provided no later than 9 am 2 working days before the meeting.

Where a meeting is held virtually and the addressee is unable to participate virtually their written submission will be accepted.

Written submissions should be no longer than 1 A4 sheet.

6. Oxfordshire Strategic Vision (Pages 7 - 28)

Cabinet Member: Environment

Forward Plan Ref: 2020/154

Contact: Susan Halliwell, Director of Planning & Place Tel: 07500 109185

Report by Corporate Director, Communities and Corporate Director, Customers and Organisational Development (**CA6**).

This report introduces a first draft of a Strategic Vision for Oxfordshire (attached in Annex 1) as proposed by Oxfordshire Growth Board. The report explains the scope and content of the Vision including the timeline for the current engagement and finalisation of the Vision.

The Cabinet is RECOMMENDED to

- (a) Provide feedback on the Draft Strategic Vision for Oxfordshire, appended in Annex 1 to the Oxfordshire Growth Board. The Draft Vision is presented for discussion and comments to help inform revisions prior to future Growth Board endorsement.***
- (b) Delegate responsibility to Claire Taylor and Jason Russell to develop a response to the Strategic Vision engagement exercise, in consultation with the Leader, reflecting the views expressed at this meeting.***

7. A40 Science Transit 2 Funding and Full Business Case Submission (Pages 29 - 46)

Cabinet Member: Environment

Forward Plan Ref: 2020/141

Contact: Dominic Donnini, A40 Programme Lead Tel: 07717 134069

Report by Director of Growth & Economy (**CA7**).

In July 2014 the Science Transit 2 (ST2) project was awarded a provisional allocation of £35 million from Governments Local Growth Fund, subject to:

- i. the submission of an acceptable Full Business Case being submitted to the Department for Transport (hereafter referred to as DfT).
- ii. a minimum of £5 million matching local contribution.

The A40 Science Transit scheme was entered into the capital programme through the Cabinet Paper 21st July 2015. This Cabinet paper outlined the scheme and the longer-term strategy for the A40. This report sets out progress to date and seeks approval to the next steps.

The Cabinet is RECOMMENDED to;

- (a) Note the current scheme cost, proposed funding package and agree to update the capital programme accordingly.**
- (b) Agree the preferred option to accelerate the delivery of the Park & Ride element of the project.**
- (c) Agree to the additional development costs up to £7.724m through to anticipated Department for Transport funding approval.**
- (d) Authorise the delegated approval to submit the Full Business Case to Department for Transport to the Director of Growth & Economy in consultation with the S151 Officer, Monitoring Officer to the Council and Cabinet Member for Environment**

8. Business Management & Monitoring Report - October 2020 (Pages 47 - 144)

Cabinet Member: Deputy Leader of the Council and Cabinet Member for Finance
Forward Plan Ref: 2020/105

Contact: Louise Tustian, Head of Insight & Corporate Programmes Tel: 07741 607452/Hannah Doney, Head of Corporate Finance Tel: 07584 174654

Report by Corporate Director Customers & Organisational Development and Director of Finance (**CA8**).

This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – October 2020.

Cabinet is RECOMMENDED to:

- (a) note this month's business management and monitoring report.**
- (b) approve COVID expenditure and income virements set out in Annex C-2b and note virements in Annex C -2c**

9. Capital Programme Monitoring Report - October 2020 (Pages 145 - 152)

Cabinet Member: Finance

Forward Plan Ref: 2020/103

Contact: Hannah Doney, Head of Corporate Finance Tel: 07584 174654

Report by Director of Finance (**CA9**).

This report sets out the latest monitoring position for 2020/21 capital programme based on activity to the end of October 2020 and provides an update on latest ten-year capital programme to 2029/30.

The Cabinet is RECOMMENDED to:

- (a) approve the updated Capital Programme at Annex 2**
- (b) Note the approval made under delegated authority of the Leader of the Council for:**

- i. Inclusion of £1.4m contribution to Active Travel Programme from OxLEP.*
- (c) approve the revised budget provision of £8.4m for the A40 Oxford North (Northern Gateway) scheme, an increase of £2.5m.*
- (d) agree the inclusion of the new NE Didcot 2FE Primary School in the capital programme with a budget of £12.9m.*
- (e) delegate agreement of Heads of Terms to enable the Council to pass funding to the DfE for the new Grove Airfield Secondary School to the Director of Finance and Director for Property, Investment & Facilities Management in consultation with the Cabinet Member for Finance and Property.*
- (f) Agree the inclusion of the Active Travel (Tranche 2) grant of £2.4m into the capital programme*

10. Forward Plan and Future Business (Pages 153 - 156)

Cabinet Member: All

Contact Officer: Sue Whitehead, Principal Committee Officer Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include “updating of the Forward Plan and proposals for business to be conducted at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA10**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

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CABINET

MINUTES of the meeting held on Tuesday, 17 November 2020 commencing at 2.00 pm and finishing at 2.45 pm

Present:

Voting Members: Councillor Ian Hudspeth – in the Chair
Councillor Mrs Judith Heathcoat
Councillor Lawrie Stratford
Councillor Steve Harrod
Councillor Lorraine Lindsay-Gale
Councillor Yvonne Constance OBE
Councillor David Bartholomew
Councillor Liam Walker
Councillor Mark Gray

Other Members in Attendance: Councillor Liz Brighthouse (Agenda Item 6)
Councillor Glynis Phillips (Items 6 & 7)

Officers:

Whole of meeting: Yvonne Rees (Chief Executive), Steve Jordan (Corporate Director - Commercial Development Assets & Investments) and Sukdave Ghuman (Head of Legal Services & Deputy Monitoring Officer); Sue Whitehead (Law & Governance);

Part of Meeting: Item 6 - Claire Taylor, Corporate Director Customers & Organisational Development; Louise Tustian, Head of Insight and Corporate Programmes
Item 7 – Tim Chapple, Treasury Manager;
Item 8 – Claire Taylor, Corporate Director Customers & Organisational Development; Karen Edwards, Director of HR

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

98/20 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

An apology was received from Councillor Ian Corkin.

99/20 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 13 October 2020 were approved and signed as a correct record subject to the following amendment, shown in strikethrough and italics, to the Annex to the Minutes:

It was noted that there were no supplementary questions on Questions 2 & 3. above as Councillor Bearder had ~~had no opportunity to~~ *not* read the response.

100/20 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The following requests to address the meeting have been agreed by the Chairman:

Item 6 - Business Management & Monitoring Report for September 2020: Councillor Liz Brighthouse, Chair of Performance Scrutiny Committee; Councillor Glynis Phillips, Shadow Cabinet member for Finance

Item 7 – Treasury Management Mid-Term Review: Councillor Glynis Phillips, Shadow Cabinet Member for Finance;

Item 8 – Workforce Report and Staffing Data Quarter 2 – July – September 2020: Councillor Emma Turnbull, Opposition Deputy Leader (gave apologies)

101/20 BUSINESS MANAGEMENT & MONITORING REPORT - SEPTEMBER 2020

(Agenda Item. 6)

Cabinet considered a report that set out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – September 2020.

Councillor Liz Brighthouse, Chairman of Performance Scrutiny Committee advised that at their recent meeting the Committee had looked at various issues with the Business management & Monitoring report. Councillor Brighthouse commented that part of it was around our response to covid 19 and she had been impressed with the way in which staff had stepped up to ensure that services were provided for our residents and expressed her gratitude to them all. Councillor Brighthouse noted that some data was missing in the report because it was difficult to collect during this time. The Committee had commented on:

- The track and trace grant, wanting to know and understand how it was shared and spent;
- Their wish to continue to look at the projected overspend in relation to EHCPs;

- Their hope that issues around the high needs block would be taken up by the Education Scrutiny Committee;
- The Committee's concern that they did not have the cycling/pedestrian analysis and the hope that this could be prioritised, especially in relation to the active travel work;
- Their wish to understand more fully the new system for delayed transfers of care in place since September;
- The figures in relation to fix my street where improvements were needed;
- Outcomes for care services to support independent living and why these have not been assessed;
- The use of consultants questioning whether the Council sought to make use of our own staff in the first instance.

Councillor Hudspeth, Leader of the Council, agreed with Councillor Brighthouse's comments thanking staff. On the last point he noted that staff were overworked and that although in the first instance the Council would seek to use our own staff where there was insufficient capacity there was the need to get in additional resources.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance, commented that whilst covid was taking up all the time for significant numbers of staff business as usual continued with a focus for instance on meeting the carbon reduction target and a renewed focus on inclusion and equality. The demand for adult and children's social care continued to rise and was a real challenge. These were the highest risks on the risk register and had been so for many months.

Councillor Phillips referred to the performance indicators commenting:

- That she was disappointed to see that the LED replacement of street lighting had been reprofiled to be completed by September 2025. The original timing would have saved money earlier on maintenance costs and contributed to the Council's carbon reduction target earlier.
- That it was disappointing that the percentage of waste sent to landfill was expected to rise, although no figures or explanation was contained in the report.
- On the trees surveyed which were above target. However, she noted that the figures referred to 79 out of 84 parishes being completed and queried how the target was set for Oxford as the majority of the City did not have parishes. Councillor Phillips further noted that the report referred to different measures in development and assumed that following the motion to full Council about increasing tree planting that a target for increasing tree cover in the County was being developed.

Councillor Phillips referred to the finance section of the report noting that it was characterised by uncertainty. The report included assumptions that any shortfall in the budget would be met from the covid 19 budget for costs and income losses. In addition, the comprehensive spending review from government would cover just one year. Councillor Phillips referred to the

revised budget agreed by full Council in September noting that it was unknown if that would be enough and highlighting that the report warned that if there were insufficient funds in the covid19 budget to cover costs and lost income they would need to be met from general balances.

On a point of presentation Councillor Phillips commented that it would have been helpful to see the list of government grants alongside the additional costs and income losses so that it would be transparent where the council had incurred costs and income losses not supported by government grants.

Councillor Phillips thanked all those involved in the production of the report and in particular the Finance Team.

Councillor David Bartholomew, Cabinet Member for Finance in response to the comments made observed that in terms of identifying costs and income losses that the reason for the Covid 19 separate item as that gave the clarity needed. He shared her view on the one-year settlement; There had been the intention from government to have a longer-term settlement but due to the pandemic this had not been possible. He had had every confidence, pandemic willing, that there would be a longer-term settlement next year. All agreed that it was not satisfactory to have a one year rolling settlement. However, he agreed with Councillor Phillips that the finance team did a superb job within those constraints.

Councillor Ian Hudspeth, Leader of the Council, responding to the point on landfill clarified that everything went to Ardley, so that apart from the approximate 2% residual ash nothing actually went to landfill; instead at Ardley it went to generating electricity for 40,000 homes across Oxfordshire.

Councillor Heathcoat, Deputy Leader of the Council, introduced the performance and risk elements of the report. She highlighted that despite the huge challenges presented by covid 19, 13 of the 17 performance indicators were green, 13 were amber and 1 measure was unreported (due to covid), with no red indicators. Councillor Heathcoat praised the contributions of staff to the positive results and highlighted the work within community safety to fit 11 call blockers in the homes of vulnerable residents preventing scams and nuisance calls and the strong performance of trading standards in business interventions. Councillor Heathcoat noted that whilst the Council was performing well in challenging times Cabinet was not complacent and recognised there were areas for improvement.

Councillor Bartholomew introduced the finance elements of the report that set out the forecast position of the revenue budget as at the end of September 2020, and included an update on the MTFS savings, reserves and balances.

RESOLVED: to note this month's business management and monitoring report.

102/20 TREASURY MANAGEMENT MID-TERM REVIEW (2020/21)

(Agenda Item. 7)

Cabinet had before them a report setting out the Treasury Management activity undertaken in the first half of the financial year 2020/21 in compliance with the CIPFA Code of Practice. The report included Debt and Investment activity, Prudential Indicator monitoring and forecast interest receivable and payable for the financial year.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance commended the good results and noted that the decisions made had proved sound particularly investing for the long term and increasing the long-term lending limits. She noted that the Arlington Close report noted that the use of negative interest rates had not been ruled out by the Bank of England. This would have a bigger impact on the Council as the majority of fixed term deposits mature in 2021/22 and she suggested it would be prudent to report on this in the next report if possible. She thanked Tim Chapple for his work.

Councillor David Bartholomew, Cabinet Member for Finance expressed his delight that Councillor Phillips shared his appreciation for the work of the Treasury Management Team. Responding to the point on negative interest rates, he was fully aware of the position and had had lengthy discussions with the finance team on this matter. Plans were in place should we move to negative interest rates.

Councillor Bartholomew introduced the contents of the report and moved the recommendations.

RESOLVED: to:

- (a) note the report, and
- (b) **RECOMMEND** Council to note the Council's Mid-Term Treasury Management Review 2020/21.

103/20 WORKFORCE REPORT AND STAFFING DATA - QUARTER 2 - JULY - SEPTEMBER 2020

(Agenda Item. 8)

Cabinet considered a report that provided an update on key HR activities during Quarter 2 (1st July – 30th September 2020) along with a refreshed workforce profile and absence data including COVID related absence data.

Councillor Heathcoat, Deputy Leader of the Council, introduced the contents of the report and paid tribute to the HR team for the informative report. She commented that staff were the Council's most valuable asset and highlighted the excellent, professional, dedicated work by all staff during the pandemic. Councillor Heathcoat asked that the Leader on behalf of Cabinet email all staff to thank them for their efforts. Councillor Hudspeth undertook to do this referring to the flexibility shown by staff during these challenging times.

RESOLVED: to note the report.

104/20 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 9)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED: to note the items currently identified for forthcoming meetings.

.....in the Chair

Date of signing2020

Divisions Affected - All

CABINET - 15 DECEMBER 2020

STRATEGIC VISION FOR OXFORDSHIRE

Report by Corporate Director, Communities and Corporate Director, Customers and Organisational Development

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 - (a) Provide feedback on the Draft Strategic Vision for Oxfordshire, appended in Annex 1 to the Oxfordshire Growth Board. The Draft Vision is presented for discussion and comments to help inform revisions prior to future Growth Board endorsement.
 - (b) Delegate responsibility to Claire Taylor and Jason Russell to develop a response to the Strategic Vision engagement exercise, in consultation with the Leader, reflecting the views expressed at this meeting.

Executive Summary

2. This report introduces a first draft of a Strategic Vision for Oxfordshire (attached in Annex 1) as proposed by Oxfordshire Growth Board. The report explains the scope and content of the Vision including the timeline for the current engagement and finalisation of the Vision.

Background

3. The Oxfordshire Growth Board (the Board) was established in 2014 as a Joint Committee¹ of the six councils of Oxfordshire, together with key strategic partners. Following a recent review, the Board's aim is to help co-ordinate economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits. The Board's establishment was premised on strengthening partnership arrangements across Oxfordshire for pragmatic working on key strategic issues. It has successfully done this by overseeing the delivery of cross-county projects that the councils of Oxfordshire

¹ Under s101 (5), 102 Local Government Act 1972 (LGA 1972) and s9EB Local Government Act 2000 (LGA 2000) and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

were seeking to deliver in a collaborative way – between local authorities, the Local Enterprise Partnership and wider partners and stakeholders².

Changing context for Oxfordshire

4. Oxfordshire has considerable and diverse strengths. It is also facing significant change, but with change comes the opportunity for progress based on new ways of thinking. Conversations between Growth Board partners and the public, and innovative work on economic inclusivity, have shown that there is a desire to see a different approach to place-shaping in Oxfordshire. For example, the public's responses to the consultation on the Oxfordshire Plan 2050 Regulation 18 document gave us a clear steer that there is an appetite for an approach that:
 - is ambitious, radical, innovative and creative
 - is Oxfordshire-specific and reflects the views of local people
 - prioritises climate change
 - focusses on social, economic and environmental well-being, not solely on a narrow definition of growth.
5. Through the Growth Board, the councils have collectively expressed their desire for plans, strategies, programmes and investment priorities for Oxfordshire to be ambition-led and outcome-focussed. Achieving these ambitions will require all those who make future decisions about investment, and those planning for and delivering place-making across Oxfordshire, to maximise impact by working together based on shared strategic priorities and by embracing innovation to develop solutions. Developing a Strategic Vision for Oxfordshire is a unique opportunity to respond to this challenge, through the Growth Board, on behalf of local councils and partners.

Purpose & Status of the Draft Strategic Vision

6. Establishing a clear and coherent vision for Oxfordshire setting out what the partners are seeking to achieve and their strategic priorities plays an important role in helping manage some of the risks to the Oxfordshire Plan at Examination.
7. Building on the success of recent engagements and consultations, the Growth Board partnership wishes to consider in a positive, open and transparent way what the ambition for Oxfordshire should look like and how it can be achieved by drawing on new ways of thinking about sustainable development. The Draft Vision is intended to be the start of a conversation with our communities to build consensus around a common set of goals for Oxfordshire, strengthening and improving the Vision.

² As a Joint Committee, the Board may discharge executive functions if delegated to it by each constituent local authority, but each constituent authority retains the ability to exercise all executive and non-executive functions generally and specifically in relation to economic development including where applicable provision of housing, strategic spatial planning and strategic transport planning.

8. In doing so, the Strategic Vision is not intended to replace or set the specific vision for any of our individual communities or partner organisations. It is crucial to not lose sight of the rich variety of places that make up Oxfordshire and all that is valued about the character of our city, towns and villages and our natural and historic environments. It is recognised that delivering the Strategic Vision will require place-focussed responses to specific challenges and opportunities that reflect particular circumstances. That happens best through a detailed understanding of places and communities to arrive at solutions that work for them. Delivering the Vision will require long-term collective commitment and investment by the partners that make up the Growth Board but also, crucially, by a wider set of strategic stakeholders and partnerships.
9. The Vision can play an important role in seeking to drive improvements to environmental, social and economic well-being across Oxfordshire which may be reflected in emerging plans, strategies and programmes. While it is similarly looking to 2050 and is intended to support the development of the Oxfordshire Plan indirectly, it is not part of the Oxfordshire Plan 2050 itself. It explicitly does not deal with the quantum of housing or economic growth for Oxfordshire, nor direct where it should go. Those are matters more appropriately dealt with through other plans (Oxfordshire Plan 2050 and Local Plans).
10. The Oxfordshire Plan will deliver parts of the Vision, but not all the ambitions and outcomes are within its sphere of influence. The Strategic Vision cuts across many sectors and is designed to inform a range of plans, strategies and programmes. Local plans, infrastructure plans, economic strategies and associated plans and programmes will all have important roles to play. For example, having a set of long-term, strategic, economic, infrastructure and environment investment priorities aligned to shared outcomes will help ensure Oxfordshire is investing in the right infrastructure and other assets in a timely way, maximising the benefits of that investment, avoiding unnecessary expenditure and helping ensure it is better placed to influence the priorities of other relevant organisations. Having a 'whole system' agreed vision of where we are heading, and our expected outcomes would go a very long way to help align our work and our infrastructure programmes.
11. The Vision should also be read by partners beyond Oxfordshire as a statement of intent by the partnership that has prepared it. Of particular significance is the Government's announcement in March 2020 of its backing for a spatial framework for the Oxford-Cambridge Arc. Oxfordshire can help achieve its collective ambition by looking to influence any framework for the Arc based on its Strategic Vision.

Scope of the Draft Strategic Vision

12. The Draft Strategic Vision is high-level, overarching and long-term and part of the existing portfolio approach to planning and strategy development in Oxfordshire. The Vision has a specific role and a clearly defined non-statutory status. It is positive, optimistic and aims high in its ambition for Oxfordshire. The Vision sets out how the plans, strategies and programmes for Oxfordshire, including the Oxfordshire Plan 2050, can be ambition-led and outcome focussed, facilitating a

step-change in the approach to delivering sustainable development in Oxfordshire. In much the same way that local councils adopt corporate plans to guide their work, the Vision will help guide the approach to joint working and joint programmes between those councils and their partners.

13. The Strategic Vision is centred on people's well-being, with Oxfordshire a place where current and future generations thrive. Well-being of individuals is important, but the Strategic Vision also addresses well-being in the round in ways that make important connections because there are well-recognised intrinsic links between the environmental, social and economic dimensions of well-being and how these need to be underpinned by improved resilience. The ambition is to utilise the unique opportunities and assets in Oxfordshire to shape healthy, sustainable, resilient communities.
14. The Strategic Vision defines the ambition for Oxfordshire as a set of outcomes, which if we are successful, will have been achieved by 2050. To help achieve the ambition the Vision defines what is meant by 'good growth', with the approach based on improvements in quality and circumstances for individuals and society. The aim is that growth in Oxfordshire will be inclusive, focussing on progress in improving health and well-being, transitioning to a low carbon future, addressing inequalities and prioritising the natural environment, alongside greater resilience to climate and economic change. The Vision also includes a set of Guiding Principles (or inter-related ground rules) which together articulate how Oxfordshire will change as a place over the next 30 years.
15. Delivery against a 30-year vision will require pragmatism and realism as the tools of our innovation and ambition develop. However, the Strategic Vision recognises that decisions, actions and investments are required now to place Oxfordshire on the pathway to delivery by 2050.
16. It is very likely that achieving the final, agreed outcomes by 2050 will require some trends to be reversed, while for some other trends, where progress is already being made, there will need to be an increase in the pace of change, making the most of the vital role place-making plays in delivering positive outcomes. Measuring progress, so that we know what responses are needed, will be an important part of the approach to delivering the Strategic Vision. It also provides a robust basis on which Oxfordshire's communities and stakeholders may hold the Growth Board to account. At this stage we have not attempted to define or agree targets or the indicators for monitoring delivery. Development of a robust framework for monitoring progress and continual improvement will form a key part of the next phase of work on the Strategic Vision, drawing on public and stakeholder engagement.

Corporate Policies and Priorities

17. The draft Strategic Vision is aligned to the county councils' outcomes, influencing corporate policies and priorities across strategy and programmes.
18. The development of a Strategic Vision for Oxfordshire, which encompasses the shared ambitions of local councils and key organisations, provides a unique opportunity to bring together a clear and unambiguous statement about what it is

we want to achieve in Oxfordshire. This bold and striving approach is being developed as part of a wider engagement process with Growth Board partners, councillors and residents.

Financial Implications

19. The preparation and development of the Strategic Vision will be covered within existing budget and resource allocations. No additional financial commitments are required as part of this report.

Legal Implications

20. The Strategic Vision for Oxfordshire has a clearly defined non-statutory status. There are no legal implications for the County Council, however the Growth Board may seek legal advice following engagement but prior to agreement of the Vision, to ensure the agreed language of the Vision moving forward is helpful to, rather than in conflict with, the emerging next stage of the Oxfordshire Plan 2050.

Staff Implications

21. It is anticipated that the implications of this work will be absorbed within existing staffing and resource commitments.

Equality & Inclusion Implications

22. The aim of the Strategic Vision is that growth in Oxfordshire will be inclusive, focussing on progress in improving health and well-being, transitioning to a low carbon future, addressing inequalities and prioritising the natural environment, alongside greater resilience to climate and economic change. The Vision also includes a set of Guiding Principles (or inter-related ground rules) which together articulate how Oxfordshire will change as a place over the next 30 years.

Sustainability Implications

23. The proposed Vision positively impacts on sustainability by strengthening the commitment to county council outcomes, including climate action, natural and built environment, transport and connectivity.

Risk Management

24. The engagement of the county council with the vision is outside the scope and process of risk management.

Consultations

25. Cabinet is asked to provide its feedback on the draft Strategic Vision, and delegate responsibility to agree final wording of a response to Claire Taylor and Jason Russell in consultation with the Leader before 3 January 2021.

Jason Russell, Corporate Director, Communities and Claire Taylor, Corporate Director, Customers and Organisational Development

Annex: The draft Strategic Vision for Oxfordshire is at Annex 1

Contact Officer: Rachel Wileman, Assistant Director
Robin Rogers, Head of Strategy

December 2020

Appendix 1: Oxfordshire's Strategic Vision for Long-Term Sustainable Development - Engagement Draft

Our Vision Statement for Oxfordshire

Enhanced well-being sits at the heart of our ambition.

We want Oxfordshire to thrive so that the lives of current and future generations are improved. To achieve this will require bold, innovative, collaborative and inclusive thinking with decisions and actions that deliver real and lasting change in ways that build resilience and enhance well-being.

To be well, we need the right environmental, social and economic conditions, underpinned by improved resilience, and built on a clear understanding that the different dimensions of well-being are intrinsically linked. By resilience we mean de-carbonisation, tackling climate change and mitigating its impacts, securing a biodiverse natural environment, building community connectedness, better health, and improved educational attainment and skills that will support the jobs of the future. Our ambition is to utilise the unique opportunities and assets in Oxfordshire to accommodate growth sustainably, and shape healthy, resilient communities in which it is possible for all residents to thrive.

If we are successful, these are the outcomes that will have been achieved in Oxfordshire by 2050:

- We will be the first generation to leave Oxfordshire's natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, supporting social, economic and ecological resilience and the capacity to adapt to change.*
- Oxfordshire will already be carbon neutral, and will be moving towards a carbon negative future, in which the County is removing more carbon than it emits each year.*
- The population will be healthier and happier, inequalities will have been reduced, young people will feel excited about their future and the overall well-being of the population will have improved.*
- The economy of Oxfordshire will be successful and sustainable, making the most of all our people and with quality places where people want to live and work.*
- We will have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our residents.*
- Movement around Oxfordshire will be transformed, with greater connectivity and mobility in and between places in ways that enhance environmental, social and economic well-being.*
- Our communities will be rooted and flourishing, with enhanced and lasting connectedness driven by individual and community action.*

1. Introduction

- 1.1 Oxfordshire has considerable and diverse strengths. Its beautiful countryside, from the Chilterns to the Cotswolds, with high quality landscapes and areas important for nature conservation, its rich and diverse built and historic environment formed from the fabric of its market towns and villages and the vibrant, diverse cultural offer and urban environment in the City of Oxford, and its proximity and connections with other places, are key reasons why people choose to live, work, visit and invest here. These strengths have formed the foundation of Oxfordshire's economic success. But there are also challenges. Oxfordshire is one of the fastest growing economies in the country, but it is also among the least equal, with significant and stubborn economic and social inequalities. And there are problems linked to congestion, housing affordability and the well-being of the natural and built environments. All these impact on Oxfordshire's residents and businesses.
- 1.2 Oxfordshire is facing significant changes. Some of these – such as climate change and the unprecedented impacts of the COVID-19 pandemic – are the result of trends that are being experienced by the global community. Other changes reflect Oxfordshire's status as an international centre of pioneering research and innovation based on a hive of knowledge-intensive economic activity at the universities and science, technology and business parks. Changes are being influenced by Oxfordshire's links with neighbouring areas such as the Thames Valley and Swindon, and more widely with the Oxford-Cambridge Arc which is now a key national economic priority for the Government.
- 1.3 Change is inevitable, but change is not inevitably detrimental. With change comes the opportunity for progress based on new ways of thinking. We have seen an important increase in emphasis on climate change internationally, nationally and locally, with legislation in 2019 to eradicate the UK contribution to climate change by 2050, and with climate change emergencies declared by all the Oxfordshire Councils. We now have a better understanding that every decision made as a result of emerging plans and strategies for Oxfordshire has the potential to, and very probably will, impact (positively or negatively) on local, national and global emissions in the short, medium and long-term, to way beyond plan end dates.
- 1.4 Most recently, the COVID-19 crisis has generated considerable uncertainty and brought into sharp focus important, complex and sometimes uncomfortable questions about the impact of the pandemic. But we have also seen how, although physically apart, people have come together to give care, support and friendship within their communities. It has also given us a glimpse of a world less dependent on personal travel and more reliant on digital connectivity. How can we capture the positive aspects of these changes as we move forward? The pandemic has forced us to think about how we should frame our choices as the country moves towards recovery, what our priorities should be and how to deliver positive outcomes.
- 1.5 We need to be pragmatic in responding to current circumstances, whilst recognising the importance of taking this opportunity to think strategically about how best to tackle long-term problems as we re-build and secure the future of our local economies. Others have referred to this process as 'building back better', in which traditional models of growth are re-thought, re-set and replaced with a more balanced approach based on a broader range of objectives. We should not avoid tackling issues now, but it is also important to establish a pathway for long-term change.

- 1.6 We know that within Oxfordshire there is a desire to see a different approach to place-shaping. Early in 2019 the partnership preparing the Oxfordshire Plan 2050 started a formal conversation with the public and stakeholders about planning for Oxfordshire's long-term future. The public's response to that consultation gave us a very clear steer that there is an appetite for an approach that:
- is more ambitious, radical, innovative and creative
 - is more Oxfordshire-specific and reflective of local people's views
 - prioritises climate change, and
 - focusses on social, economic and environmental well-being, and not solely on a narrow definition of growth.
- 1.7 Similar thoughts were also reflected in the One Planet Living Oxfordshire Shared Vision¹. Developed for a broadly-based Oxfordshire partnership, and drawing on input from some 100 stakeholders from across Oxfordshire, the One Planet approach sets out the sorts of big thinking and action that is required to achieve sustainable living based on a happier, healthier, greener future. And, the Oxfordshire Growth Board's Open Thought initiative² has added to the debate and pool of ideas by tapping into the wealth of knowledge to help find solutions to accommodate changes in how we will live and work, how we will connect with each other and how we will manage and respond to climate change.
- 1.8 Our bold economic ambitions³ have been brought to life in an investment plan⁴. We can see from this how Oxfordshire is uniquely placed to embrace the dynamic potential of world-leading innovation and research and development to support economic recovery and growth for the benefit of local residents.
- 1.9 Innovative work on inclusive growth⁵ has brought relevance and visibility to a need for us to actively recognise and address the inequalities in our success. It has highlighted a wide range of issues, including the need to tackle deprivation and disadvantage in Oxford and our other urban areas, improve educational attainment and to develop the skills required to access new employment opportunities and to improve physical and digital connectivity in our rural areas. If we are to deliver our vision and ambitions, these inequalities will need to be addressed so that growth is genuinely inclusive.
- 1.10 These conversations and thinking have shown that if we frame our ambition based on what is demonstrably achievable over the next thirty years, we could fall well short of what those who have contributed are looking to achieve. That would be a missed opportunity that fails to capitalise on Oxfordshire's scope for innovation over the longer-term. We therefore wish to determine in a positive, open and transparent way what our ambition for Oxfordshire should look like and how we can achieve it by drawing on new ways of thinking about sustainable development.
- 1.11 In doing so, we should not lose sight of the rich variety of places that make up Oxfordshire. We value the character of these different settings – our city, towns and villages and our natural and historic environments – and recognise that delivering our shared Strategic Vision will require place-focussed responses to specific challenges and opportunities that reflect particular circumstances. For example, activity to achieve ambitions for zero carbon and increased biodiversity will need different design solutions

¹ One Planet Oxfordshire: Our Shared Vision, Bioregional, 2019

² See: <https://www.oxfordshireopenthought.org>

³ Oxfordshire's Local Industrial Strategy, 2019

⁴ Oxfordshire's Local Industrial Strategy Investment Plan, 2020

⁵ Led by Oxfordshire's Local Enterprise Partnership under Oxfordshire's 'Social Contract' and by the City of Oxford

in the high-density environments of the city and urban areas than in rural settings. This happens best through inclusive processes and a detailed understanding of places and communities to arrive at solutions that work for them.

- 1.12 We also recognise that positive change will evolve and take time: it is not linear and not smooth. This Vision sets our ambition high: while we are realistic in understanding this will evolve over time and must be couched against dynamic economic, political and social forces beyond our direct control, we want to challenge the norm and the lowest common denominator to provide the best possible future for our residents.

2. Purpose & Status of the Strategic Vision

- 2.1 This Strategic Vision has been prepared by the collective leadership of the Oxfordshire Growth Board. The Growth Board comprises the six councils of Oxfordshire⁶ and key strategic partners⁷. It facilitates collaborative working on economic development, strategic planning and growth, and oversees the projects agreed in the Oxfordshire Housing and Growth Deal, seeking agreement on local priorities.
- 2.2 The Strategic Vision cuts across many sectors and is designed to inform a range of strategies, plans and programmes. It represents our common and shared ambition but is not intended to replace or set the vision for any of our communities or partner organisations.
- 2.3 Not all the ambitions and outcomes will be within the sphere of influence of the Oxfordshire Plan 2050. That plan will deliver parts of the Vision, but as a statutory planning document, it cannot address all aspects involved in delivering this Vision. Local plans, infrastructure plans, economic strategies and associated plans and programmes will also have important roles to play. There is also a role for the individual to help deliver our ambitions, as our own actions can support or detract from delivering the Vision.
- 2.4 We want our plans, strategies and programmes, including the Oxfordshire Plan 2050, to be ambition-led and outcome focussed. Our Strategic Vision will be transformative, centred on people's well-being, addressing climate change, as well as on the health and quality of our natural environment. The Strategic Vision is intended to facilitate a step-change in our approach to planning for and delivering sustainable development for Oxfordshire.
- 2.5 The Strategic Vision is high-level, overarching and long-term. While the outcomes and priorities are unlikely to alter over the short to medium-term, our approach needs to be resilient to change over time. Our Strategic Vision is positive and optimistic. It recognises that although there is a high level of uncertainty over a 30-year period, particularly around external factors including climate and technological change, new opportunities to balance environmental, social and economic needs to deliver sustainable development in different and better ways will emerge. This will position Oxfordshire to challenge and capitalise on the scope for innovation over the longer-term.
- 2.6 Delivery against a 30-year vision will require pragmatism and realism as the tools of our innovation and ambition develop. However, this pragmatism should be seen to support delivery against our vision and not as an excuse to under-perform.

⁶ Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council

⁷ Oxfordshire LEP, Oxfordshire Skills Board, Oxford Brookes University, University of Oxford, Homes England, DEFRA, Oxfordshire Clinical Commissioning Group, Environment Agency, Network Rail and Highways England

- 2.7 Our Vision should be read by partners within and beyond Oxfordshire as a statement of intent by the partnership that has prepared it. Of particular significance is the Government's announcement in March 2020 of its backing for a spatial framework for the Oxford-Cambridge Arc. Oxfordshire will look to influence any framework for the Arc based on this Strategic Vision to help achieve our collective ambition.
- 2.8 The Strategic Vision forms part of the informal interface between national and local policy, helping to deliver national objectives such as those for 'clean growth' which aim to make the most of low carbon opportunities locally while meeting national and international commitments to tackle climate change⁸. It also supports delivery of national health priorities⁹. These identify the importance of prevention and reducing health inequalities and recognise that embedding healthy place-shaping principles within plans ensures that future developments are designed to support prevention and physical and mental well-being.
- 2.9 This Strategic Vision is part of the existing portfolio approach to plan and strategy development in Oxfordshire. Its role is to establish an overarching ambition that informs the Oxfordshire Plan 2050 amongst other relevant plans, strategies and programmes that reflect wider considerations such as health and well-being and infrastructure that impact on place-making in Oxfordshire. By providing clear strategic leadership and direction, we aim to increase confidence in the delivery of long-term spatial priorities.
- 2.10 This is the beginning of a process. We want to be open about what we are trying to achieve so we are carrying out bespoke public and stakeholder engagement providing an early opportunity for people to share and shape our thinking through public discussion and debate.

3. Oxfordshire's Challenges & Opportunities

- 3.1 The starting point for developing ambition-led plans and strategies is agreement about what they are seeking to achieve or change and what strategic challenges will need to be addressed. We have identified six key strategic challenges facing Oxfordshire:
- Health & Social Inequalities
 - Our Natural & Built Environment
 - Climate Change & Energy
 - Housing Affordability & Access to Affordable Housing
 - Economic Growth
 - Transport & Digital Connectivity.
- 3.2 Many factors impact on our lives and well-being, and there are strong and complex relationships between these challenges: from the links between the well-being of the natural and built environments and the well-being of individuals, communities and the economy; to the relationships between social and economic inequalities and health; to the linkages between connectivity and climate change, the natural environment, economic productivity, physical and mental health, and community connectedness.

⁸ The Clean Growth Strategy – Leading the way to a low carbon future, HM Government, 2018

⁹ NHS Long Term Plan, 2019

4. Strategic Influencers

- 4.1 A key role for this Strategic Vision will be to help align long-term spatial, economic and infrastructure investment priorities across Oxfordshire. There are already other plans, strategies, policies and investment programmes (in existence or emerging), as well as legislative requirements, that will influence place-shaping in Oxfordshire, including where development in Oxfordshire should take place and where investment should be focussed. Oxfordshire will be shaped by these 'strategic influencers' to varying degrees over the next 30 years. We have 'mapped' the main strategic influencers and summarised their key messages for Oxfordshire. This information is set out in [Annex 1](#).
- 4.2 The strategic influencers will continue to evolve – some will change, and other new influencers will emerge as plans and strategies for Oxfordshire are developed, national policy changes and sub-national frameworks take shape. Some parts of this evolving context of strategic influencers will be more within the control of the partnership organisations than others. But in most cases, the relationship is a two, rather than one-way, process and there is an opportunity to influence and shape the priorities, plans, strategies and investment decisions of others, particularly in the longer-term – a means of 'influencing the influencers'. Our Strategic Vision can help maximise the benefits of decisions made by others, as well as helping to mitigate the impact of decisions outside the partnership's control.

5. Defining Our Ambition

- 5.1 Enhanced well-being sits at the heart of our ambition. We want Oxfordshire to thrive so that the lives of current and future generations are improved. To achieve this will require bold, innovative, collaborative and inclusive thinking with decisions and actions that deliver real and lasting change in ways that build resilience and enhance well-being.
- 5.2 The well-being of individuals is important, and the actions we take to address our own well-being are key to cumulative and collective success. But we have also taken the opportunity to think about well-being in the round and in ways that make important connections, recognising that different dimensions of well-being are intrinsically linked. To be well physically and mentally, we need the right environmental, social and economic conditions underpinned by improved resilience. By resilience we mean de-carbonisation, tackling climate change and mitigating its impacts, securing a biodiverse natural environment, building community connectedness, better health, and improved educational attainment and skills that will support the jobs of the future. Our ambition is to **utilise the unique opportunities and assets in Oxfordshire** to shape healthy, sustainable, resilient communities in which it is possible for all residents to thrive.
- 5.3 If we are successful, these are the **outcomes** that will have been achieved in Oxfordshire by 2050 – this is what better will look like. Although the outcomes are long-term, decisions, actions and investment are required now to place Oxfordshire on the pathway to delivery by 2050.

Outcomes for Oxfordshire

- We will be the first generation to leave Oxfordshire's natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, supporting social, economic and ecological resilience and the capacity to adapt to change.
- Oxfordshire will already be carbon neutral, and will be moving towards a carbon negative future, in which the County is removing more carbon than it emits each year.
- The population will be healthier and happier, inequalities will have been reduced, young people will feel excited about their future and the overall well-being of the population will have improved.
- The economy of Oxfordshire will be successful and sustainable, making the most of all our people and with quality places where people want to live and work.
- We will have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our residents.
- Movement around Oxfordshire will be transformed, with greater connectivity and mobility in and between places in ways that enhance environmental, social and economic well-being.
- Our communities will be rooted and flourishing, with enhanced and lasting connectedness driven by individual and community action.

6. Achieving our Ambition

6.1 Our Strategic Vision for Oxfordshire's future is driven by improvements to people's well-being. This is reflected in our definition of what 'good growth' will look like in Oxfordshire.

6.2 National planning policies require Oxfordshire to plan positively for growth in ways that achieve the three overarching objectives of sustainable development: economic, social and environmental. Growth can be defined narrowly in terms of expansion in numbers of homes and jobs and economic output. But growth can also encompass progress based on improvements in quality and circumstances for individuals and society.

6.3 We think this is a better approach to achieving transformative and long-term sustainable development. This is how Oxfordshire will approach growth. It will be inclusive, focussing on progress in improving health and well-being, transitioning to a low carbon future, addressing inequalities and prioritising our natural environment, alongside greater resilience to climate and economic change.

We want current and future generations in Oxfordshire to share in: improvements in health and well-being; better access to truly affordable and high-quality housing; cleaner air and water; better jobs and access to education and training; enhanced green space; and protection from extreme weather and other impacts of climate change.

'Good growth' in Oxfordshire will:

- Be **sustainable**, focusing development in ways that enhance quality of place and at locations which enable people to live and work nearby, avoiding unnecessary travel in the first instance, but using opportunities to increase movement by sustainable and active modes of travel when needed.
- Be **healthy and inclusive**, with all development addressing inequalities and contributing positively to the overall health and well-being of Oxfordshire's communities, environment and economy.
- Be **clean and green**, placing the County at the leading edge of UK and global de-carbonisation efforts by maximising all opportunities to significantly reduce Oxfordshire's carbon footprint, and increasing natural capital across the County.
- Embrace **innovation** based on our technology sectors and knowledge-intensive activity, and develop new innovative solutions for working, learning, mobility, health care, energy, sustainable design and improved public services.
- Facilitate **efficient** use of Oxfordshire's natural resources and land, with priority given to supporting a high-productivity economy.
- Build **resilience** to change, with growth planned in a way that can accommodate changes in technology, and in the way that people live and work, changing demographics, and global impacts, particularly climate and economic changes.
- Expect **high-quality** development which will have a positive impact on communities in terms of design, energy efficiency and public realm, utilises low impact building and construction methods and materials, and is properly supported by the necessary infrastructure. Everything we build or design in Oxfordshire will be fit for purpose in the world of 2050.

- 6.4 Our definition of 'good growth' forms the basis for a set of **Guiding Principles**. Taken together, our outcomes, the definition of 'good growth' and the guiding principles, form the foundation for our overarching approach to sustainable development for Oxfordshire, and for developing our plans, strategies and programmes.

Guiding Principle 1: We will reduce the impacts of climate change

We will reduce the impacts of climate change by making climate action a top priority in our decisions. We will maximise opportunities through our plans, strategies and programmes, to build long-lasting resilience to climate change, demonstrating leadership in carbon reduction and supporting emerging transformative technologies and sectors. Our aim is that Oxfordshire will be carbon neutral by 2040, or earlier if possible, and by 2050 will be moving towards a carbon negative future.

Guiding Principle 2: We will improve our overall health and well-being and reduce inequalities

We will place overall health and physical and mental well-being at the forefront of our decision-making. We will seek to deliver a net increase in the health and well-being of our communities in all our place-shaping decisions and activities, reducing inequalities and helping to enhance the overall quality of life, health and happiness of existing and future residents. This will include providing homes to meet people's needs, jobs to support livelihoods, enhanced access to green spaces, better access to sustainable, inclusive and resilient active and low carbon transport and improvements in air quality. We have access to some of the greatest health care facilities and minds in the world in Oxfordshire and through working closely with the universities and health organisations, we will ensure we are leading on prevention and healthy place-shaping.

Guiding Principle 3: We will enhance our natural capital assets

We will enhance our natural capital assets through our plans, strategies and programmes, recognising the significant contribution natural capital makes to our quality of place, the health and well-being of our communities, and their value in building resilience to climate change, reducing flood risk, increasing biodiversity and boosting economic productivity. We will value Oxfordshire's countryside, our parks and open spaces, the River Thames and our other rivers, canals, reservoirs, lakes, ponds and wetlands. We will protect where necessary, and seek new opportunities to add to and enhance our highly valued countryside, landscape and the greenspaces and environmental assets within the urban areas that provide valued recreation space and vital green lungs. Natural capital is a key reason why many people choose to live here, many businesses choose to locate here, and tourists choose to visit here.

Guiding Principle 4: We will reflect our distinctive and diverse qualities

We will ensure that our plans, strategies and programmes reflect the unique and distinctive qualities of places within Oxfordshire, maximising opportunities to deliver the development needed, embracing innovation whilst enhancing our valuable assets and recognising the diversity of our city, towns and villages, the quality of the historic, natural and built environment and the importance of local identity. While we are the most rural county in the South East, the vast majority of our population lives in our city, towns and villages. The diversity of our settlements, the synergy between urban and rural and the benefits both bring are critical to our success.

Guiding Principle 5: We will deliver homes that meet the needs of current and future generations

New homes will add to the vitality and vibrancy of our communities whilst positively contributing to our collective well-being. We will tackle the significant challenge of housing affordability in Oxfordshire by delivering more truly affordable homes. And we will deliver homes that allow people to live healthily, happily and independently in their old age. The emphasis will be on place-shaping: new homes will be high quality and low carbon, resilient to the impacts of climate change, meet people's needs, form part of connected communities and improve the local environment.

Guiding Principle 6: We will embrace technological changes

We will ensure that our plans, strategies and programmes are sufficiently flexible to embrace the potential offered from new and evolving technology in creating better opportunities and outcomes for people, in addressing inequalities, and in its impact on mobility, communications, energy and water supply, models of construction and increasing economic productivity.

Guiding Principle 7: We will create the conditions to support an inclusive, successful and sustainable economy based on world-leading innovation

We will work collaboratively with economic partners to ensure that our spatial priorities and economic priorities are aligned to deliver good, inclusive economic growth that supports people's health and well-being. We will ensure there is improved physical and digital connectivity, and that the right type of premises, land and infrastructure are provided to facilitate a high productivity economy and to meet the needs of our priority sectors. Inequalities in employment opportunities, and in access to education, skills and training will be addressed, building a skilled population with better opportunities for all.

Guiding Principle 8: We will expect high-quality development

We will expect all new development to be of the highest quality and design standards, with particular support given to innovative building solutions and sustainable construction methods, and development that improves the overall built environment and promotes good physical and mental health.

Guiding Principle 9: We will maximise the benefits of strong collaboration

We will build stronger collaboration with our partners to secure a plan-led approach to good growth, delivering strategic development opportunities that are aligned with our shared ambition and long-term investment priorities, particularly where these provide opportunities to enhance our strategic connectivity. And, we will create the conditions where people feel involved and empowered, embedding a culture of meaningful involvement and enabling communities to inform and shape local decisions.

Guiding Principle 10: We will help people to help each other by supporting communities and individuals to achieve positive change for themselves

We will help communities to be more cohesive and better able to adapt to change, based on accessible and quality key services and infrastructure, good digital connectivity and strong community networks. Communities will be supported and empowered to do the things that matter to improve their health and well-being.

Guiding Principle 11: We will proactively and positively engage and collaborate beyond Oxfordshire

We will foster links with neighbouring areas to facilitate the delivery of good growth through mutually beneficial relationships. Key to this will be ensuring that the Oxfordshire Plan's strategic priorities are fully aligned and integrated with regional and sub-regional priorities including the emerging Oxford-Cambridge Arc.

- 6.5 All the Guiding Principles articulate how Oxfordshire will change as a place over the next 30 years and all will shape our overarching approach. Individual Guiding Principles have not been weighted. Rather, because we are seeking to drive improvements to environmental, social and economic well-being in ways which build resilience, and because most of our Guiding Principles are relevant to more than one of our goals, the Guiding Principles form an inter-related set of equally important ground rules.

7. Next Steps – Delivering the Strategic Vision

- 7.1 This Strategic Vision has been prepared by the collective leadership of the Oxfordshire Growth Board which is ultimately responsible for it. Delivering the Vision will require long-term collective commitment and investment by the partners that make up the Growth Board but also, crucially, by a wider set of strategic stakeholders and partnerships.
- 7.2 As a first step in delivering the Strategic Vision, it is proposed several work streams are taken forward:
- Engaging with partners and communities
 - Measuring what matters
 - Developing plans & strategies and investment priorities.

Engaging with Partners & Communities

- 7.3 Because we want to be open about what we are trying to achieve, one of the first actions will be to carry out bespoke public and stakeholder engagement late in 2020. This will provide partners and our communities with an early opportunity to challenge and shape the thinking we have done on our ambition, principles and shared outcomes. This engagement does not form part of any statutory process and is additional to consultations on other plans, strategies and programmes.

Measuring What Matters

- 7.4 The ambition, outcomes and priorities set out in the Strategic Vision have been explicitly designed for the long-term. They are unlikely to change over the short to medium-term and it is not anticipated that there will be a need for frequent reviews. To achieve the outcomes we have identified by 2050 will require some trends to be reversed, while for some other trends, where progress is already being made, there will need to be an increase in the pace of change. And, we will need to make the most of the vital role place-making plays in delivering positive outcomes.
- 7.5 Measuring progress, so that we know what responses are needed, will be an important part of our approach to delivering the Strategic Vision. It also provides a robust basis on which Oxfordshire's communities and stakeholders may hold the Growth Board to account. We will measure what matters, based on the strategic outcomes and the definition of Good Growth set out in the Strategic Vision. At this stage we have not attempted to define or agree targets or the indicators for monitoring delivery. Development of a robust monitoring framework, with agreed targets and indicators, will form a key part of the next phase of work on the Strategic Vision, drawing on the public and stakeholder engagement we will be carrying out.

Developing Plans, Strategies and Investment Priorities

- 7.6 Our well-being goals are ambitious. Achieving them will require all those who make future decisions about investment, and those planning for and delivering place-making across Oxfordshire, to maximise impact by working collaboratively based on shared strategic priorities and by embracing innovation to develop solutions.
- 7.7 The Strategic Vision for Oxfordshire will be delivered by a wide range of plans, strategies and programmes. The Oxfordshire Plan 2050 is one important example, but there are many others. At an Oxfordshire-wide level they include the Joint Health & Well-Being Strategy, the Infrastructure Strategy (OxIS), the Local Industrial Strategy, and the Local Transport and Connectivity Plan, while sub-nationally the spatial framework for the

Oxford-Cambridge Arc and England's Economic Heartland's Transport Strategy will have important roles to play.

- 7.8 It is vital that we have an agreed set of long-term, strategic economic, infrastructure and environment investment priorities aligned to the outcomes we are committed to. This will help us to ensure that we are investing in the right infrastructure and other assets in a timely way, maximising the benefits of that investment, and avoiding unnecessary expenditure. It will also better position Oxfordshire to influence the priorities of other relevant organisations.
- 7.9 Oxfordshire's Growth Board will seek that those preparing relevant strategic-level plans, strategies and programmes consider how their policies, proposals and investment decisions deliver against this Strategic Vision, and future responses to these plans, strategies and programmes from the Growth Board will take these into account.

DRAFT

Annex 1: Strategic Influencers

A1.1 The following graphic 'maps' the main strategic influencers. Most have been, or are being, developed at an Oxfordshire-wide level, or relate to sub-national geographic areas, or are UK-wide. Many have a direct relationship with government policy or legislative requirements. We have not attempted to present an exhaustive set of influencers. Rather, we have captured those which we consider to be the most significant and most relevant at the strategic level, whilst acknowledging that some of these will have a greater impact than others.

A1.2 The key messages from the strategic influencers are summarised in the following table.

Key Messages	Strategic Influencers
There is a commitment to maximise the potential of existing urban areas to 2031 to deliver 100,000 new homes.	<ul style="list-style-type: none"> ▪ Housing & Growth Deal ▪ Local Plans ▪ National Planning Policy Framework (2019) ▪ Oxfordshire Local Transport & Connectivity Plan
Development should enhance the natural environment, improve access to the countryside and increase its natural capital, recognising its valuable role in supporting clean growth and improvements to health and well-being.	<ul style="list-style-type: none"> ▪ Green Future: 25 Year Plan to Improve the Environment ▪ Local Plans ▪ Oxford-Cambridge Arc: Government Ambition ▪ Oxfordshire's Draft Nature Recovery Network ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Joint Health & Well-Being Strategy
Strategic transport investment priorities should aim to enhance Oxfordshire's strategic connectivity value.	<ul style="list-style-type: none"> ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxford-Cambridge Arc: Government Ambition ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Local Transport & Connectivity Plan
Long-term strategic investment decisions should be responsive to climate, demographic and technological change, building resilience in the economy, transport infrastructure and the physical and natural environment.	<ul style="list-style-type: none"> ▪ Clean Growth Strategy ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxfordshire Joint Health & Well-Being Strategy ▪ Oxfordshire Infrastructure Strategy ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Local Transport & Connectivity Plan ▪ UK Industrial Strategy

Key Messages	Strategic Influencers
<p>The priority is to invest in strategic infrastructure that supports economic growth, particularly in the areas that have potential to support a transition to a low carbon economy, facilitate mobility changes away from the private car and where there is potential to support key sectors (especially in the science, technology and innovation sectors).</p>	<ul style="list-style-type: none"> ▪ Oxford-Cambridge Arc: Government Ambition ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxfordshire Infrastructure Strategy ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Local Transport & Connectivity Plan ▪ UK Industrial Strategy
<p>Economic growth should be driven by innovation and higher productivity, should be 'clean', should focus on supporting clusters and corridors of economic activity and should reflect Oxfordshire's national and international role and profile. Economic growth should be more inclusive, with the benefits shared more equitably so that they reach all communities, including socially disadvantaged groups.</p>	<ul style="list-style-type: none"> ▪ Oxford-Cambridge Arc: Government Ambition ▪ England's Economic Heartland Transport Strategy 2050 ▪ Oxfordshire Infrastructure Strategy ▪ Oxfordshire Local Industrial Strategy ▪ Oxfordshire Local Transport & Connectivity Plan ▪ UK Industrial Strategy
<p>Improvements to health and well-being should be at the heart of all decisions around place-making and infrastructure investment.</p>	<ul style="list-style-type: none"> ▪ Local Plans ▪ Oxfordshire Joint Health & Well-Being Strategy ▪ Oxfordshire Local Transport & Connectivity Plan
<p>Delivering the right type of housing, which is built to a high quality and design and is affordable, is as important as increasing overall supply.</p>	<ul style="list-style-type: none"> ▪ Local Plans ▪ Oxfordshire Joint Health & Well-Being Strategy



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Divisions Affected - Eynsham

CABINET - 15 DECEMBER 2020

LOCAL GROWTH FUND - SCIENCE TRANSIT 2 – FUNDING AND FULL BUSINESS CASE SUBMISSION

Report by Director of Growth and Economy

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to;
 - (a) Note the current scheme cost, proposed funding package and agree to update the capital programme accordingly.
 - (b) Agree the preferred option to accelerate the delivery of the Park & Ride element of the project.
 - (c) Agree to the additional development costs up to £7.724m through to anticipated Department for Transport funding approval.
 - (d) Authorise the delegated approval to submit the Full Business Case to Department for Transport to the Director of Growth & Economy in consultation with the S151 Officer, Monitoring Officer to the Council and Cabinet Member for Environment

Executive Summary

2. In July 2014 the Science Transit 2 (ST2) project was awarded a provisional allocation of £35 million from Governments Local Growth Fund, subject to:
 - i. the submission of an acceptable Full Business Case being submitted to the Department for Transport (hereafter referred to as DfT).
 - ii. a minimum of £5 million matching local contribution.
3. The A40 Science Transit scheme was entered into the capital programme through the Cabinet Paper 21st July 2015. This Cabinet paper outlined the scheme and the longer-term strategy for the A40.
4. The primary focus of ST2 alongside the other complementary investments along the A40 is the provision of additional highway space, connectivity and infrastructure to encourage/facilitate modal shift encouraging more sustainable forms of travel to meet our zero carbon transport network ambitions such as public transport, walking and cycling connectivity, and the delivery of wider health and place shaping benefits in line with the Council's key priorities.

5. To date progress has been made with the submission of a planning application for the preferred scheme, an outline business case submission to the DfT and successful completion of the preliminary design stage. More recently the project team have overseen the appointment of a design and build contractor and this procurement process has now commenced to satisfy the requirements of the Full Business Case. A considerable amount of stakeholder engagement and public consultation has also been undertaken in the interim period and to inform the preferred option development.
6. A series of key milestones for subsequent stages of delivery are set out within this report. These are based on recent review work undertaken by the project team to ensure they are accurate as far as reasonably practicable with the information available at the present time.
7. Due to a variety of reasons the costs of the scheme have increased however set out within this report is a revised funding package which will cover the full scheme forecast costs. Further to the same there is a need to secure further monies to allow the project to continue to progress until the point that the DfT give unconditional funding approval. All development costs are covered by other funding sources prior to DfT business case approval.
8. The securing of the Local Growth Fund (LGF) from the DfT and successful delivery of this project is integral to the conditionality associated with the Council's ability to draw down the HIF2 funding as set out in the report to Cabinet in July 2020.
9. There are several other risks associated with a scheme of this scale and value however they are being robustly managed by the Council's project team and key suppliers. An appropriate quantified risk value has been included in the cost build up to mitigate these were they do emerge.

Introduction and Background

10. The objective of the project is to provide a congestion free route into Oxford from the west for public transport. In turn this provision, and associated improvements in public transport service provision, will encourage a transfer of trips from private transport to bus thereby reducing overall congestion levels on the A40 for all vehicles.
11. The congestion issue on the A40 has long been accepted as one of the largest traffic issues in the county going back to the 1990s Trunk Road proposals for dualling the road between Oxford and Witney and beyond. The current proposal was included in the Oxfordshire Strategic Economic Plan (March 2014) and as a result of this was accepted into the Oxfordshire Growth Deal as a provisional scheme with a Local growth fund allocation of £35 million and a local contribution of £5 million.
12. In July 2014 the Science Transit 2 (ST2) project was awarded a provisional allocation of £35 million from Governments Local Growth Fund, subject to:

- i. the submission of an acceptable Full Business Case being submitted to the DfT. This being based upon the 5-case Business Case model approved by HM Treasury and the WebTAG procedures for major transport scheme appraisal and;
 - ii. a minimum of £5 million matching local contribution.
13. The A40 Science Transit scheme was entered into the capital programme through the Cabinet Paper 21st July 2015. This Cabinet paper outlined the scheme and the longer-term strategy for the A40. It also explored the other alternative options looked at for the A40.
14. This followed a consultants' report to look at short and long term options for improvements along the A40 corridor. The report identified a westbound bus lane from Eynsham to west of the Duke's Cut as being achievable within the provisional allocation. Previous work as part of Connecting Oxfordshire had identified the potential for a park & ride site in the vicinity of Eynsham Roundabout.
15. Following this initial piece of feasibility and optioneering work the project scope was defined as 3 core parts:
 - An eastbound bus lane on the A40 from Eynsham Roundabout to a point immediately west of the bridge over the Duke's Cut canal.
 - A park and ride site to be located adjacent to the A40 in the Eynsham area.
 - Improvements to the junctions of A40 with Elm Place, Cuckoo Lane and Witney Road in Eynsham together with the accesses to the Eynsham service area and Evenlode public house;
16. General arrangement drawings of the preferred scheme option are contained in Annex A and in brief the project will deliver;
 - An 850-space park and ride site with associated bus interchange facilities, including a dedicated access junction
 - An eastbound bus lane extending from the park and ride site at Eynsham to just west of the Dukes Cut section of the A40.
 - Various sections of westbound bus lane on approaches to junctions
 - Upgrades to key junctions along this section of the A40
 - A variety of walking and cycling infrastructure interventions to promote these modes of travel.
17. The primary focus of ST2 alongside the other complementary investments along the A40 is the provision of additional highway space, connectivity and infrastructure to encourage/facilitate modal shift encouraging more sustainable forms of travel to meet our zero carbon transport network ambitions such as public transport, walking and cycling connectivity, and the delivery of wider health and place shaping benefits in line with the Council's key priorities.

The main focus of the DfT Local Growth Fund funding is around economic growth, journey time reliability, connectivity and supporting housing and commercial growth. The A40 has a key role in supporting both housing and commercial growth in West Oxfordshire. This includes the Oxfordshire Cotswold Garden Village along within developments in Eynsham, Witney and Carterton.

18. The project is linked to a number of other proposals within the A40 Programme and will play a major role in the acceptability and viability of those developments in the corridor. These complementary projects include, as shown on Figure 1:

- A40 Smart Corridor (Housing Infrastructure Fund (HIF2)) – public transport and sustainable mode priority improvements
- Access to Witney (Shore’s Green) junction improvements
- A40 Oxford North – bus and sustainable mode priority improvements along the A40 corridor between Dukes Cut and Wolvercote roundabout

A40 Corridor Strategy and Programme

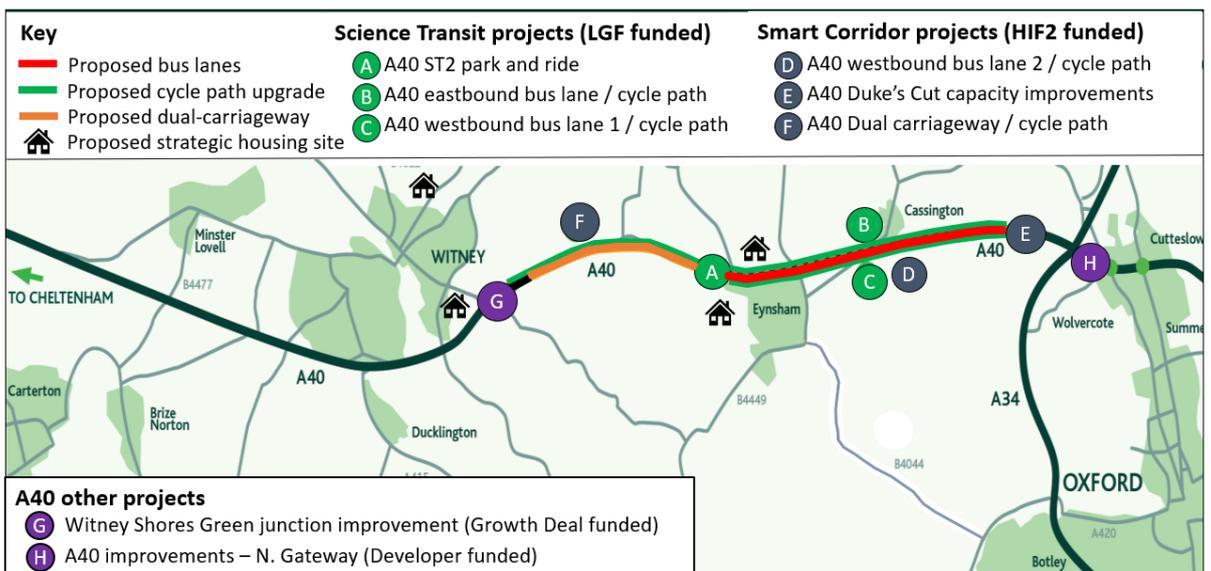


Figure 1: A40 Corridor Investment Programme

Together with other measures along the wider A40 corridor, notably;

- Green Road Roundabout bus priority measures (completed March 2015)
- Northern Gateway Access Road and associated bus priority improvements along the A40 corridor between Wolvercote viaduct and Wolvercote roundabout.
- Access to Headington improvements.

19. DfT have formally confirmed that Her Majesty’s Treasury has extended the funding period for LGF retained schemes, which applies to the Science Transit scheme, to March 2022 – as contained in Annex B. This is subject to Ministers

announcing a positive funding decision on the final business case and, that OCC have entered into contracts to deliver the whole of the scheme.

Progress to Date

20. The work undertaken to date to develop the project since the last report to Cabinet has included:
- The development of the original concept and options for the scheme through to a complete preliminary design.
 - A detailed value engineering process to finalise the preferred design option to achieve the most cost effective solution.
 - Development of a robust scheme budget, risk management process and delivery programme, as set out within this report.
 - Consultation with the public and stakeholders at various stages of the scheme development to date.
 - A full planning application for the scheme submitted on 31 May 2019.
 - A subsequent request in August 2019 from the Local Planning Authority for additional information in support of the scheme's planning application under Regulation 25 of the Town and Country (Environmental Impact Assessment) Regulations 2017.
 - In response to the Regulation 25 request a further submission to the LPA dated 6 November 2020, which is currently being determined.
 - A successful Outline Business Case submission to the DfT in July 2019, confirming status of the scheme in the retained LGF funding programme and allowing progression to a Full Business Case.
 - The appointment of a number of technical specialists and contractors to deliver this and subsequent stages of the project, further details of which are set out within the Procurement section of this report.
21. More details on the project can be found at the webpage – <https://www.oxfordshire.gov.uk/residents/roads-and-transport/roadworks/future-transport-projects/a40-eynsham-park-and-ride>

Programme

22. Due to the need to continue to develop and deliver the scheme at pace to limit further delays and also with the related funding window set out in the criteria for the HIF2 funding, a defined programme and meeting the tight critical paths is paramount.
23. The delivery programme has undergone a full review and with the input of a number of key delivery partners to ensure that it is as robust as possible. A detailed version will be required to be submitted to the DfT as part of the Full Business Case.
24. Key milestones through to successful scheme delivery are set out within Table 1.

25. There has been a concerted effort by the A40 delivery team to explore opportunities to accelerate the project's programme. This combined with setting out a clear procurement and contracting strategy has allowed these proposals to come forward more quickly than they would have otherwise. The delivery team has also been reinforced to ensure it has the relevant resources, competencies and expertise to ensure successful delivery of this project, within what are challenging but achievable timescales.
26. Further to the above an opportunity has been identified to accelerate the delivery of the detailed design and hence latterly construction of the Park & Ride element of the scheme. This has a number of programme and practical benefits, notably;
- (a) Bringing forward the construction phase of the Park and Ride will lessen the construction phase traffic impacts on the A40 by circa 6 months.
 - (b) Allows risks around the diversion of high value statutory undertakers plant and ecological seasonal constraints to be more readily controlled and mitigated.
 - (c) Smooths both internal and external resource requirements across the wider A40 investment programme.
 - (d) Demonstrates the Council's commitment to external funders to the delivery of the wider A40 investment package.
27. There is a need for a delegation to the Director of Growth and Economy, as set out in the Recommendations of this report, to be actioned in advance of and to enable officers to submit the Full Business Case to DfT in a timely manner, ensuring that its content has been robustly reviewed in advance and any ongoing obligations to the Council fully understood.
28. There is currently work underway to consider the integration of the Science Transit scheme and elements of HIF2 which will not only provide time saving, reduce highway network disruption but also provide cost efficiencies. This work is to conclude in early 2021.

Table 1 –Proposed Key Milestones

Activity	Date
Planning application determined	February 2021
DfT Assurance Gateway Review	February 2021
Detailed Design start (Park & Ride)	April 2021
Full Business Case Submission to DfT	May 2021
DfT unconditional funding approval	August 2021
Detailed design commences (A40 bus lanes)	September 2021
ALL Detailed design complete	May 2022
Enabling works commence	late 2021
Construction start – Park & Ride	early 2022
Construction start - A40 bus lanes	mid-2022

ALL Construction Complete	Summer 2024
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29. COVID-19 programme effects moving forward have been included as far as reasonably practicable within the timescales quoted above. The ongoing effect is discussed further within the Risk Management section of this report.

Corporate Policies and Priorities

30. The delivery of the ST2 project will actively support the following key themes within Oxfordshire County Council's Corporate Plan 2020-24;
- (a) **Providing services that enhance the quality of life and protect the local environment** – the ST2 project will promote the modal shift away from private cars and into the more sustainable modes of travel of public transport, cycling and walking. This will be for both existing traffic as well as supporting future development in the area, enabling a culture change from the outset driven by the provision of quality infrastructure, rather than attempting to 'retrofit' afterwards.
 - (b) **Supporting a thriving local economy by improving transport links to create jobs and homes for the future** – the ST2 project is integral part of the wider A40 investment programme which will directly provide enhanced highway capacity, improved journey times for all and connectivity and reliability of public transport provision in West Oxfordshire.
 - (c) **Taking action against Climate Change** – by reducing congestion and promoting modal shift in how people travel along the A40 there are clear benefits in terms of reducing carbon emissions, promoting 'zero carbon travel' and improving air quality in the area.

Financial Implications

Project Costs

31. An initial business case approved in October 2015 to undertake the feasibility study for the project and the related subsequent Financial Monitoring Report in February 2017, supported by an updated outline business case, identified a funding package amounting to £36.50m for the ST2 scheme.
32. In the development and detailed design stage that has followed that approval the cost and risks associated with the scheme have been reviewed and refined at regular intervals and have now been finalised as deliverable within a worst-case budget of **£51.25m**, broken down as follows:
- Detailed Design and Construction- £ 37.30m

- Site surveys and investigations, business case, statutory processes and preliminary design- £ 5.64m
- Statutory Undertakers diversions - £ 3.02m
- Client fees to completion - £ 0.73m

The appointed design and build contractor has submitted a total budget cost for the design and build of the project as £ 37.30m which is included in the costs forecast. All costs have been scrutinised by the project team with the appropriate commercial support where necessary.

33. The remaining risks associated with scheme construction and which the Authority are the owners of are underwritten by a **£4.57m** quantified risk and contingency fund which are accounted for separately within the overall forecast budget.
34. As per the report to Cabinet in July 2020 relating to Housing Infrastructure Fund – A40 (HIF2) the project has increased in value by circa £ 14.75m. the reasons for this are numerous and can be summarised as follows;
- further clarifications on the assumptions made in the original costs underpinning the LGF bid.
 - Changes of scheme scope to ensure that the scheme continues to deliver the relevant benefits and also the detailed interface with other A40 and developer led investments.
 - The extension to the planning determination period, as a result of the Regulation 25 request from the LPA.
 - Increased scrutiny and changes to national guidance related to the production of the full business case.
 - Increased costs associated with dealing with the diversion and/or protection of statutory undertakers plant.

Project Funding

35. Following submission of a business case to the Oxfordshire LEP a conditional offer letter has been received awarding £3.0m (Local Growth Fund) towards the scheme.
36. In addition, Council officers submitted a bid to the Growth Board in September 2020 for a maximum sum of £12m. The decision to extend the funding on A40 was endorsed by the Board as the scheme is critical to the growth in West Oxfordshire and Oxford City.
37. Taking in consideration of the above points Table 2 highlights the proposed funding package for this scheme:

Table 2: Proposed Funding Package

Source	£m	% Contribution
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DfT retained Local Growth Fund	35.000	68
S106	1.500	3
OxLEP - LGF grant	3.000	6
Growth Deal	11.752	23
Total of budget (£m)	51.252	100%

*All % figures rounded

38. Whilst the overall budget for the project has increased it should be noted that the revised scheme funding has been secured subject to full business case approval. This increased budget requirement has been identified via a thorough and detailed review of the scheme and includes an appropriate allowance for mitigation of project risks should they arise, as set out within Risk Management section of this report. The delivery of ST2 remains an integral part of the A40 investment package and without it the HIF funding cannot be unlocked.
39. Subject to approval of the recommendations set out in this report the funding is in place to cover the whole scheme costs hence it is proposed that the Council moves forward with the submission of the Full Business Case to DfT and subsequent award of the contract to design and construct the scheme.

Funding Current Stage

40. The current ST2 approved capital programme budget is £ 4.600m (with £886k LGF grant advance by DfT and remainder forward funded by OCC). Due to the extended timescale to gain a full and unconditional funding approval from DfT, as set out in Table 2 of this report, a total of £ 7.724m is required, an increase of £3.124m. This includes the acceleration of the detailed design of the park and ride element of the scheme.

Table 3: Funding for Current Stage

Activity	Spend to Date (£m)	Forecast to August 2021 (£m)
Optioneering, Feasibility, Planning and Outline Design	£ 3.325	£ 3.925
Site Access and ECI Advice	£ 0.526	£ 0.526
Business Case and Modelling	£ 0.351	£ 0.660
Statutory Undertakers	£ 0.030	£ 0.100
Design and Build procurement	£ 0.000	£ 0.402
Detailed Design (Park & Ride)	£ 0.000	1.811
Client costs	£ 0.299	£ 0.300
TOTAL	£ 4.531	£ 7.724

41. The development costs noted in Table 3 are fully covered by the other funding sources, prior to DfT approving the scheme.
42. There is a residual risk that the DfT take longer to review and approve the full business case than the 12 weeks currently allowed in the programme and

hence the costs of funding the current stage may extend. A nominal allowance has been included in the figures above to cater for this.

Legal Implications

43. Throughout the contract negotiations with supply chain partners, the Legal Team has been involved and advised officers on the various contracts, terms and conditions. These contracts are now agreed and ready for execution, subject to full funding confirmation.
44. There are no unforeseen legal issues in successful delivery of the ST2 project. Those issues which the project team are aware of are relative to a project of this nature and are being proactively monitored and managed in conjunction with the Council's legal team.
45. Members should note the ST2 projects relationship in respect to delivery and conditionality to the successful draw down of the HIF2 funding as set out in the report to Cabinet in July 2020.

Staff Implications

46. The resource requirements to successfully deliver ST2 will come from existing project and technical management functions, primarily within the Growth and Economy Directorate. This will be supported by other disciplines from across the Council organisation as the need arises.
47. The forecast Council staffing costs of project and technical management to completion are contained within the total budget quoted within this report.

Equality & Inclusion Implications

48. The new park and ride and highway infrastructure has been designed and will be constructed to be fully accessible for all from the outset in accordance with all current national and local standards.
49. Equalities implications has already and will also be assessed via the statutory consultation associated with the ongoing development control process.
50. All built asset facilities to be provided as part of the project will be fully compliant with the provisions contained in the Equality Act 2010.

Sustainability Implications

51. The ST2 project is designed to promote sustainable modes of travel for access into Oxford by commuting traffic by modal shift away from the private

vehicle and on to public transport or by walking and cycling. In reducing traffic congestion levels this has positive impacts on air quality and carbon emissions.

52. Similar to the above the successful delivery of the project, alongside other planned transport investment on the A40 corridor, will form a core part of the promotion and early enabling the use of more sustainable forms of travel for the new developments planned for the West Oxfordshire area. This will be teamed with promotional activities to achieve the cultural shift required.
53. The project has been developed to be as sustainable as possible in terms of its impact on the environment by using the likes of sustainable urban drainage systems as a core part of its design.
54. The scheme design has also been developed through the statutory development control process to offset any bio-diversity net loss and provision of improved environment and habitat for wildlife.
55. During the next stages of scheme delivery there will be specific sustainability targets imposed on the design and build contractor with the likes of re-use of site won materials as an example of how additional temporary environmental impacts during construction will be reduced.

Risk Management

56. The technical complexity of the project has necessitated a comprehensive quantified risk assessment (QRA) to be maintained throughout the development of the project up to this point. A QRA is a full developed list of project risks against which costs and probability of realisation of risk is applied to each to give a total financial value. This has looked at key areas of risk, notably health and safety, cost, programme, design, environmental and reputational. This risk register has been regularly reviewed and updated throughout the previous phases of scheme development.
57. Considering the development works carried out to date and the parties engaged to deliver the project the overall level of risk of project failure is considered to be low. The current quantified risk value for the detailed design and construction phases of the scheme is **£ 4.57m**.
58. Due to the technical nature of the scheme and its complex interfaces with both existing and proposed infrastructure and developments it is necessary to retain this capital funding as a separate risk fund pot. Some, none or all of this may be expended during the course of the construction phase dependant on the degree of change encountered.
59. There remains a risk that DfT do not approve the business case or take longer to do so.
60. There is a residual risk that the DfT retained LGF funding conditions require the remaining stages of delivery of the project to be contracted before 31st

March 2022. Based on the current delivery programme logic, including the preferred option of accelerating a key part of the project in the Park & Ride site, and the fact that the procurement and contracting strategies for all stages are now in place the risk of non-achievement is considered to be very low. Following draw down of the LGF grant in full pre March 2022 there are no further funding deadlines that the scheme must adhere to.

61. By accelerating the delivery of the Park & Ride element of the project there is a risk that the full scheme does not come into use until all of the infrastructure is in place.
62. There remains a risk of interdependency between this project and the HIF2 investment which are being developed to be complementary, as will be the benefits delivered. These risks are set out in detail in the July 2020 report to Cabinet.
63. The report to Cabinet in July 2020 sets out the potential to combine the ST2 project with one or more elements of the HIF2 proposals to generate cost and time efficiencies in the wider programme. There remains a risk that this cannot be achieved. Officers within the project team continue to develop the delivery programme to review when the decision to combine or otherwise needs to be made.
64. Emerging risks will be escalated through the capital governance process to ensure that issues and risks arising and impact on the Council are considered and managed.
65. COVID-19 currently poses an unquantifiable risk to the project's future delivery programme, as well as the associated knock on impact to the HIF2 funding agreement. COVID-19 impacts will be closely monitored and implications on programme reported.

Communication and Consultations

66. There is a detailed communications and engagement plan in place for the project. This is now driven by the A40 programme communications and engagement strategy which is scheduled to be approved on 20 November 2020. The purpose of this is to ensure consistency of approach across the programme, ensuring that this is seen as a joined up complementary investment programme.
67. The communication and engagement plan has also been informed by a series of public consultations over the course of the scheme development notably but not restricted to;
 - (a) Connecting Oxfordshire – A40 Investment Consultation, November 2018
 - (b) Eynsham Park and Ride & A40 Bus Lane Consultation – December 2016

This has been supported by a number of engagements via the following forums;

- (c)** Member, District and Parish Council briefings, most recently August 2020
- (d)** Statutory consultation via the planning determination process
- (e)** Key user group meetings to explain scheme design and gain buy in to proposals.
- (f)** Proactive engagement with statutory bodies such as the Environment Agency and Natural England to ensure that any scheme impacts are carefully and comprehensively mitigated.
- (g)** Engagement with developers of adjacent sites to ensure works are co-ordinated from a technical and practical perspective.

- 68. Most recently the projects webpage was updated to a new format to make this more user friendly and in preparation for more detailed updates to be provided to the public during the subsequent stages of delivery, in particular the construction phase.
- 69. It will be extremely important to continue to develop this communications and engagement plan, strengthening relationships with all stakeholders and in readiness for the construction phase.
- 70. There is a detailed communications and engagement plan in place for the project. This is now driven by the A40 programme communications and engagement strategy which is scheduled to be approved on 20 November 2020. The purpose of this is to ensure consistency of approach across the programme, ensuring that this is seen as a joined up complementary investment programme.
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Owen Jenkins
Director of Growth and Economy

Annexes:

Annex A – General Arrangement Plans

Annex B – Department for Transport – LGF Funding Extension Letter

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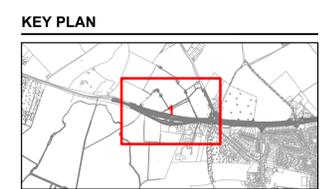
December 2020



- NOTES**
- DRAWING IS BASED ON TOPOGRAPHICAL SURVEY SUPPLIED BY AMEC FOSTER WHEELER (AFW)
 - COLOURS SHOWN ON THESE DRAWINGS ARE INDICATIVE AND ARE NOT TO BE CONFUSED WITH THOSE OF FINISHED SURFACES
 - THE HIGHWAY BOUNDARY IS SHOWN ON DRAWINGS 60551821-ACM-HGN-A40_SW_ZZ_ZZ-DR-CH-0201-0259 (REV C) ISSUED TO OCC FOR APPROVAL ON THE 28.02.2020.
 - NEW FOOTWAY AND CARRIAGEWAY INSPECTION CHAMBER COVERS LINKED TO STATUTORY UNDERTAKERS APPARATUS ARE NOT SHOWN ON THIS DRAWING REVISION. THESE WILL BE DETERMINED AT A LATER DESIGN STAGE ONCE THE REQUIRED UTILITY DIVERSIONS ARE FINALISED.
 - PHOTO-LUMINESCENT STUDS (ECO-DISK OR SIMILAR APPROVED) TO BE LAID AT REGULAR INTERVALS ALONG BOTH SIDES OF THE NEW CYCLEWAY TO HIGHLIGHT THE EXTENTS OF THE PATH TO USERS DURING HOURS OF DARKNESS.
 - SIGNS SCHEDULE DRAWING (60551821-ACM-HSL-A40-SW-ZZ-ZZ-M2-CH-1204) INCLUDING SIGN FACE, POST AND FOUNDATION DETAILS TO BE PROVIDED AT A LATER STAGE AS THE DESIGN PROGRESSES FURTHER.
 - THIS DRAWING HAS BEEN UPDATED TO INCLUDE DESIGNER RESPONSES FROM THE STAGE 2 RSA CARRIED OUT BY AECOM. FURTHER STAGE 2 RSA TO BE CARRIED OUT AT THE END OF DETAILED DESIGN.
 - LIGHTING AND RTP SIGNAGE AT BUS SHELTERS WILL BE POWERED BY ELECTRICAL MINI PILLARS. POWER STRATEGY TO BE AGREED.
 - ROAD SIGNS AND ROAD MARKINGS TO COMPLY WITH TSM AND TSRGD 2016. ALL SIGNAGE LOCATIONS ARE INDICATIVE.
 - FURTHER DEVELOPMENT IS REQUIRED FOR THE EMBANKMENT DESIGN TO ENSURE WORKS DO NOT EXTEND BEYOND THE HIGHWAY BOUNDARY.

ISSUE/REVISION

I/R	DATE	DESCRIPTION
P01	09/10/20	CONNECTIVITY UPDATES



SHEET TITLE
HIGHWAYS
PRELIMINARY DESIGN
PARK AND RIDE

SHEET NUMBER

Project Number	Originator	Volume	Revision
60551821 - ACM - HGA			P01

PR_ZW_ZZ_ZZ -DR-CH-0001
 Location: I Type I Role I Number

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KEY

	CHAINAGE STRING		PROPOSED DECIDUOUS TREES		PROPOSED RED / BUFF TACTILE PAVING. DETAILS TBC		PROPOSED REFLECTIVE BOLLARD
	HIGHWAY BOUNDARY - UNDER REVIEW BY OCC		PROPOSED GRASS VERGE		PROPOSED ROAD MARKINGS. DETAILS TBC		PROPOSED STREET LIGHTING COLUMN
	PROPOSED CARRIAGEWAY RESURFACING / FULL DEPTH CONSTRUCTION. DETAILS TBC		PROPOSED HARD LANDSCAPING. DETAILS TBC		PROPOSED DISABLED BAY PARKING (TOTAL = 45 SPACES)		PROPOSED TRAFFIC SIGNALS CONTROLLER AND ELECTRICITY SUPPLY PILLAR
	PROPOSED SHARED USE FOOTWAY / CYCLEWAY. DETAILS TBC		PROPOSED BOARDWALKS		PROPOSED ELECTRIC VEHICLE CHARGING BAYS (TOTAL = 45 SPACES)		PROPOSED TRAFFIC SIGNAL POLE
	PROPOSED BLOCK PAVING SURFACE. DETAILS TBC		PROPOSED TRAFFIC ISLAND (HARD SURFACE). DETAILS TBC		PROPOSED WHITE REFLECTORISED STUDS - SPACING VARIES. DETAILS TBC		PROPOSED DUCT ACCESS CHAMBER
	PROPOSED VEGETATED DRAINAGE SWALE		PROPOSED FULL HEIGHT KERB		PROPOSED VEHICLE RESTRAINT SYSTEM		PROPOSED TIMBER POST AND FOUR RAIL FENCING
	EXISTING TREES/SHRUBS TO BE RETAINED. SUBJECT TO CONSTRAINTS DURING CONSTRUCTION		PROPOSED KERB TO BE LAID FLUSH		PROPOSED RETAINING WALL. DETAILS TBC		EXISTING GULLY TO REMAIN
			PROPOSED TRANSITION KERB		PROPOSED TRAFFIC SIGN (PS) ON NEW POST		PROPOSED BUS SHELTER
			PROPOSED EDGING. DETAILS TBC		PROPOSED TRAFFIC SIGN (PS) MOUNTED BACK TO BACK ON NEW POST		PROPOSED CYCLE STAND FACILITY
			PROPOSED KASSEL KERB. DETAILS TBC		PROPOSED TRAFFIC SIGN (PS) MOUNTED ON NEW CANTILEVERED POST		PROPOSED TOILET BLOCK
			PROPOSED KERB TO BE LAID FLUSH WITH WHEEL STOPS AT INTERVALS. DETAILS TBC		PROPOSED TRAFFIC SIGN (PS) MOUNTED ON MULTIPLE POSTS		
			PROPOSED 305mm KERB QUADRANT				



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22 June 2020

Dear Eric,

A40 Oxford Science Transit Phase 2

In earlier discussions relating to the A40 Oxford Science Transit Phase 2 scheme, I have referred to the following provision made in Budget 2020 for the Local Growth Fund (LGF) in 2021/22.

Local Growth Fund – Decisions on the future of the Local Growth Fund will be made at the CSR. In advance of this, the Budget confirms up to £387 million in 2021-22 to provide certainty for local areas that they will be able to continue with existing priority Local Growth Fund projects that require funding beyond this year.

(Budget Report section 2.19)

I am writing to clarify what this means for the funding provisionally approved for A40 Oxford Science Transit Phase 2.

£137m of the £387m Budget provision has been earmarked to afford flexibility in the profiling of DfT funding for LGF retained schemes and this includes A40 Oxford Science Transit Phase 2 based on your most recent annual spend forecasts (Quarter 4 2019/20). It is not additional money but does allow the Department to extend funding into 2021/22.

The nature of the retained transport schemes means that once a contract has been signed for the scheme, the 'need' for funding is established and DfT is able to pay the full amount of the retained grant on the grounds that once a contractual commitment is in place the schemes must be delivered in full. This reflects the single project nature of each scheme.

On that basis, for A40 Oxford Science Transit Phase 2, this flexibility will be available once the following two conditions have been met:

- Ministers have announced a positive funding decision on the final business case; and
- You confirm that you have entered into contract(s) to deliver the whole of the scheme.

This approach is different to the wider, unretained LGF programme which supports hundreds of different projects which vary greatly in scope and time. MHCLG is currently undertaking a review of the LGF programme to understand the contractual status of projects, what the risk of slippage is, and to work with places individually on the best way of managing that. The review will also help inform decisions on the £250m announced at budget. The review will ensure delivery is ongoing and that the wider programme is managed robustly. This ensures that funding for projects which fail to deliver can be spent on other projects within the programme, to deliver the greatest benefits for that place.

Yours sincerely,



Robert S Fox

CABINET REPORT - 15th DECEMBER

BUSINESS MANAGEMENT & MONITORING REPORT

October 2020

Report by Corporate Director for Customers and Organisational Development
and Director of Finance

RECOMMENDATIONS

1. To note this month's business management and monitoring report.
2. To approve COVID expenditure and income virements set out in Annex C-2b and note virements in Annex C -2c

Executive Summary

3. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – October 2020.

Introduction

4. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
5. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
6. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹⁻
7. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:
 - a. Annex A: performance
 - b. Annex B: risk
 - c. Annex C: finance
8. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of councillors and officers

¹ Corporate Plan and Medium Term Financial Plan:

<https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan2020.pdf>

Outcomes Framework and previous reports: <https://www.oxfordshire.gov.uk/council/about-your-council/plans-performance-and-policies/performance-reports>

continue to work from home, other than those whose work requires otherwise, such as those services in particular locations such as highways. The second lockdown was announced on 31st October to be implemented from the 5th November to 2nd of December. We are proud that our flexible and resilient approach has enabled us to continue to deliver vital services to the community whilst adapting rapidly to support the new regulations for the new lockdown.

9. However, as can be seen in Annex A of this report, some services' performance continues to be disrupted by the need to vary or suspend normal operations as part of our planned COVID-19 response.
10. This report helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April 2019, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. Since then we have been taking action across all our main areas of influence: our schools, our supply chain, our policy making and our partnerships. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle climate change (see Annex A indicators 10 to 13).
11. The report also supports our commitment to inclusion and equality, which is enshrined in the Council's vision of "Thriving communities for everyone in Oxfordshire" and the newly agreed Equalities, Diversity and Inclusion Framework, Including Everyone. We know that the data and commentary in this report does not tell the whole story of how the Council is working to address inequality: that commitment also runs throughout services and activities which are not reported here. However, this report helps to demonstrate our commitment in action. We also know that inequality persists in Oxfordshire for a variety of reasons and we will continue to use our knowledge and influence to ensure that our services perform well for everyone.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

12. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council's actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
13. This year's Outcomes Framework includes 11 outcomes, 27 indicators and 80 measures.
14. Every reporting period, the indicators are given a Red, Amber or Green (RAG) rating in these reports, signifying whether or not progress is on track. In deciding RAG ratings, we consider data on current performance and an assessment of progress.

15. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report.
16. The information below provides a snapshot of progress towards Corporate Plan outcomes during October 2020, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

Performance highlights

- The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the national average (84%) reporting at 93% during October.
- The percentage of callers whose enquiry has been resolved at the first point of contact during October was 83%. From 7,921 contacts recorded from all channels 6,551 contacts were resolved at first point of contact.

Areas for improvement

- During October, the percentage of calls to the Customer Services Centre that were abandoned by the caller was 11% against a target of less than 5%, this is an improvement from 15.3% reported previously. Overall demand to the Customer Service Centre saw a reduction in October and the inbound call volumes are on par with the same time last year (down 2.5%). However, there were some anomalies as demand for Registration remains consistent to previous months and is considerably higher than this time last year (Oct 20 – 1,692 / Oct 19 – 754). Increase in contacts regarding Household Waste Recycling Centres during October, has seen contacts double in comparison to the same month last year.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Our services improve	1. Improvement following external inspection/audit	Green	No change
	2. Listening to residents	Amber	No change
We deliver value for money	3. The Council is financially resilient	Green	No change
	4. Effective financial management and governance	Green	No change

6



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

Performance highlights

- We are still gradually increasing the number of physical visits for Safe and Well and have made significant progress to meet our expectations, continuing to ensure prioritisation for critical and high-risk households. Our annual electric blanket testing programme was delivered in a COVID-19 Secure way, setting up a home collection and delivery service and providing with relevant information and literature to residents. The team tested 756 blankets (compared to 622 in 2019) and the average failure rate was 21%.
- The Street Tag app was launched during October to encourage more active children and communities. Street Tag is a family-friendly game app that rewards primary school pupils, communities and schools for their physical activities such as walking, running, cycling, among a number of other fitness activities. The app turns physical activity into a game and converts steps or exercise into Street Tag points known as tags and it can sync with Fitbit devices. The Council hopes that the app will help children to embed regular exercise into their daily lives be it through walking or cycling to school or as part of wider leisure time. It also directly encourages children to achieve their daily 30 active minutes as well as allowing users to connect with local green spaces and reconnect with their area.

Areas for improvement

- The indicator “**Number of people helped to live safe and healthy lives**” continues to be directly impacted by COVID-19. Several measures under it can’t be reported on or have been affected by COVID-19 social distancing guidelines. Such as “*% of eligible population 40-74 who have been invited for an NHS Health Check*”, where targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22; focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk. For details on all measures affected please refer to Annex A.
- The measure “**Timeliness of emergency response**” is reporting Amber for October. We are now including a wider range of our emergency calls within our responds standards to improve transparency to residents and make the performance measures easier to understand. We always send the nearest and fastest fire appliance to the incident and this has not changed. With the inclusion of a wider range of calls we are only 3% below our stretch target of attending 80% of incidents within 11 minutes. We are always seeking to

improve but our average response time of 8mins 56secs in October is excellent for a fire and rescue service covering a large rural area.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	Amber	No change
	6. Timeliness of emergency response	Amber	Green
	7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	Green	No change



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

Performance highlights

- Oxfordshire’s libraries are updating services to residents with the launch of a new library at Botley, Oxford during October. Funded by the Botley Development Company, the purpose-built library is part of the West Way Development. In addition to a great range of library materials, the new vibrant space offers a much larger space than the previous site. It provides great capacity for library activities and events. Almost everything in the library is mobile to enable a wide range of events and activities - talks, performances, workshops and displays – to take place, making it a valuable community resource when circumstances mean we are able to reintroduce these services. There are also spaces with power to plug in your own device as well as a dedicated zone for teenagers.

Areas for improvement

- The measure “**Engagement with cultural services**” is being directly affected by COVID-19, with the partial opening and limited number of visitors allowed in libraries and museums due to social distancing government guidance. For further details please refer to Annex A.
- The Park and Charge project was delayed due to COVID-19 impacts on project partners. The revised timing plan for charger installation has now been confirmed and agreed with project grant funder, Innovate UK. Work on pilot car park in Bicester is due to commence 9/11/20 with the chargers being available for public use at the end of January 2021. Remaining car parks (23) will then be installed between June 2021 and October 2021. The development of the EV Strategy

should help with measurable targets for EV installation and vehicle usage. The draft strategy is now being reviewed by the project board but the planned mapping work that will assist with target setting has been delayed due to a delay in project funding. It is now anticipated this should be complete by the end March 2021.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	Green	No change
	9. Engagement with cultural services	Amber	No change
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	Green	No change
	11. Reduced carbon impact of our transport	Amber	No change
	12. Air quality	Amber	No change
	13. Household waste re-used, recycled or composted	Amber	No change



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

Performance highlights

- School attendance in Oxfordshire was better than the national position for term 1. At the end of term 1; 89% of pupils were attending schools, compared with 84% nationally. Over 90% of children with an educational and health care plan in maintained schools were in school compared to 81% nationally and again a higher proportion of children with a social worker were in school locally compared to nationally (86 to 81%)
- At the end of October, we implemented our innovative family solutions plus model of support in children's social care. In this model teams work at a more local level and with specialist practitioners to work with adults in the family. The work focuses on families' strengths, empowering parents to deliver change in their behaviour and improve their family circumstances.

Areas for improvement

- In the 9 weeks since schools returned following the summer break, there has been an average of 500 contacts into the MASH each week. The MASH is staffed to deal with 350 contacts. This is an urgent pressure on the MASH and remains a concern for teams further down the pathway and there is a significant risk that the number of assessments and children the subject of a child protection plan will increase
- The number of children we care for is above the target level. At present this is mainly driven by a slowdown in children and young people who leave the system as people are unable to move through e.g. as family court sittings have reduced during COVID-19. This may become a perfect storm as the surge already noticed

in the MASH means more children start to become cared for and delays in the court system could mean fewer leave the system.

- 57% of Education, Health & Care plans (EHCPs) issued during October were within the statutory 20 week guidelines. Over the previous 12 month period, 50% of EHCPs have been issued within 20 weeks. The most recent comparative data (2019 calendar year) showed that 50% of EHCPs issued by Oxfordshire were within 20 weeks, compared to 47% across the South East and 60% nationally.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Children are given a good start in life	14. Prevalence of healthy children	Amber	No change
	15. Number of looked after children	Amber	No change
	16. Numbers of children's social care assessments	Green	No change
	17. Number of child protection plans	Green	No change
Children are able to achieve their potential	18. Timeliness completing Education, Health & Care Plans	Amber	No change



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

Performance highlights

- During October 24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally and 44% of people aged 18-64 in the County who receive council funded social care in their own home have a direct payment compared with 40% nationally.
- During October the number of home care hours purchased per week was 24,153. There has been a 19% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home.

Areas for improvement

The indicator "People needing short-term support can access an effective service" continues to be directly affected by COVID-19, which prevents it from being assessed. During October the number of hours of reablement delivered was 5316, the number of people receiving reablement was 1487 and the percentage of people who need no ongoing care after the end of reablement was 42%. Targets for these measures will be set during Quarter 3.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Care services support independent living	19. People needing short-term support can access an effective service	Not assessed	No change
	20. Number of people with control over their care	Green	No change
	21. Number of people delayed leaving hospital	Green	No change

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
	22. People needing social care are supported to stay in their own home	Green	No change



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

Performance highlights

- Improved bus services launched with County Council support in Banbury. Residents are set to benefit from work between Oxfordshire County Council and bus company Stagecoach to improve several routes in the town. As a result of the County Council's proactive approach to securing financial contributions for bus services from developers, several improvements to routes in Banbury started to take place from 12th October. These will secure enhanced services for the Hardwick Hill and Bretch Hill areas, together with the creation of new cross-town links, better access to employment areas and the retention of a service to the Banbury Gateway retail park.
- Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle is reporting at 98% for October. A 4-year inspection programme is in place and underway despite challenges with COVID-19. 98% of the planned annual programme for inspecting 84 parishes has been completed, meaning 82 parishes have been inspected as at end October. Performance Indicators and potential alignments with other indicators for the Tree Service are being reviewed to look at options to provide further information on the value of the service. Revised measures are due by end of November.

Areas for improvement

- The Number of businesses given support by Trading Standards interventions or fire risk inspection during October was 1,247 against a target 1,709. Performance has remained strong in quarter two for business interventions from the Trading Standards team: from the number of weighing and measuring equipment that has been tested and verified, along with the number of businesses that have been advised during the investigation of complaints. The team has undertaken a significant amount of work to advise businesses of the COVID-19 business closure requirements, during the first lockdown, the new requirements around the track and trace APP, 10pm closure time and any measures related to the three-tier alert system. Also, The fire protection team has started to return to auditing premises, this will be a slow and steady increase in work output as we have to ensure that the premises are COVID-19 secure as well as receiving all of the documentation to review prior to attending, in order to spend as little duration at the premises as possible.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	Amber	No change
	24. Number of new homes	Amber	No change
Businesses are able to grow and develop	25. Support for a strong local economy	Amber	No change
People and communities Have excellent transport and broadband connections	26. Levels of disruption to journeys	Amber	No change
	27. Enhanced digital connectivity for residents & businesses	Green	No change

Managing risk

17. The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports (CEDR). CEDR manages the Council's "leadership risks" – those risks that are significant in size and duration and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from services to the leadership level due to the potential scale of their impact.
18. The Council's Leadership Risk Register (see Annex B) forms the basis of our COVID-19 risk management approach.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children-	20 High Risk	↔	Risk reviewed
LR2	Safeguarding of vulnerable children	15 High Risk	↔	Risk reviewed
LR3	Capital Infrastructure Programme Delivery	10 Medium	↔	Risk reviewed
LR4	Local resilience, community resilience, cohesion	8 Medium Risk	↔	Risk reviewed
LR5	Management of partnerships (non-commercial)	6 Low Risk	↔	Risk reviewed
LR6	Supply chain management	8 Medium Risk	↔	Risk Reviewed
LR7	Delivery of statutory duties	4 Low Risk	↔	Risk Reviewed
LR8	Corporate governance	2 Low Risk	↔	Risk reviewed
LR9	Workforce management	9 Medium Risk	↔	Risk reviewed
LR10	Organisational Change and Service Design	12 Medium Risk	↔	Risk reviewed
LR11	Financial resilience	15 High Risk	↔	Risk reviewed

LR12	Property and assets (maintenance cost)	6 Low Risk	↔	Risk Reviewed
LR13	Health and safety	8 Medium Risk	↔	Risk Reviewed
LR14	Business continuity and recovery	8 Medium Risk	↔	Risk reviewed
LR15	Cyber security	12 Medium Risk	↔	Risk Reviewed.
LR16	ICT Infrastructure	8 Medium Risk	↔	Risk reviewed
LR17	COVID-19 – Community and Customers	16 High Risk	↔	Risk reviewed
LR18	COVID-19 – Business Continuity	20 High Risk	↔	Risk reviewed
LR19	Safeguarding vulnerable adults	10 Medium Risk	New	New risk
LR20	Demand management -Adults-	12 Medium Risk	New	New risk

19. The table above provides a summary of the Council’s leadership risks at 18th November 2020. Risks are assessed for both their likelihood (on a scale of 1-4) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk’s “residual score” is recorded. This can be seen in detail in Annex B, and in summary in the table below. Higher scores indicate more significant risks: in OCC a score of 20 is the highest possible.

20. During October all leadership risks have been reviewed thoroughly, and there has been no score changes. As part of the monthly review, a mature and sensible change has been implemented to the structure of LR1 Demand management and LR2 Safeguarding of vulnerable adults and children. Due to reflecting on the current situation the following risks have been created LR19 Safeguarding vulnerable adults (which will leave LR2 as Safeguarding vulnerable children) and LR20 Demand management – adults- (which will leave LR1 as Demand management -Children-).

21. The full Leadership Risk Register is attached in Annex B.

Financial management

22. Summary of the Council’s financial position

23. The Council set a Revised Budget for 2020/21 in September in response to the financial impact of COVID-19, to ensure a balanced budget could be achieved in the current financial year and to ensure the Council remains financially sustainable. The Budget and Business Planning process for 2021/22 to 2025/26 is currently underway and the Council will continue with its approach of responsible, measured and careful financial planning to ensure it can manage the pandemic response and recovery phases.

24. In relation to 2020/21, based on expenditure to the end of October 2020, including the virements agreed by Council on 8 September 2020, there is a forecast business as usual underspend of -£1.1m within directorates and a net underspend on Corporate Measures of -£0.5m. There is no movement in the forecast from the position reported last month.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance October 2020	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children's Services	132.0	132.0	0.0	0%
Adult Services	196.4	196.4	0.0	0%
Communities	87.2	87.1	-0.1	0%
Customers & Organisational Development	27.0	27.3	+0.3	1.1%
Commercial Development, Assets and Investments	32.2	30.9	-1.3	-4.0%
Total Directorate Position	474.8	473.7	-1.1	-0.2%
Corporate Measures	-493.1	-493.6	-0.5	-0.1%
COVID-19 – Budget for costs and income losses	18.3	18.3	0	0%
Overall Surplus/Deficit	0.0	-1.6	-1.6	

25. The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July. As part of this report Cabinet is recommended to approve a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. Annex C-2b sets out the anticipated COVID-19 costs and income losses by Directorate for 2020/21 and the costs incurred to the end of October. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. Furthermore, the financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. This will need to be taken into consideration as part of the Budget & Business Planning process for 2021/22. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports.

26. The first claim to the government's Income Guarantee Scheme for Sales, Fees and Charges was submitted on 30 September 2020 covering the period to 31 July 2020. This claim has been certified by Ministry of Housing, Communities and Local Government (MHCLG) and £1.4m will be paid at the end of November 2020. Income losses not covered by this scheme which are 5% of the total income budgets plus 25% of claimed losses, estimated to be £1.6m, will be funded by the COVID-19 Budget. Two further claims will be made during the remainder of the financial year and an update on the expected income from these claims will be included in future reports.

27. On 6 November the Department of Health and Social Care notified the Council that the allocation of the Contain Outbreak Management Fund was £5.5m based on the England entering National restrictions on 5 November 2020. The payment has been made to the County Council and is to help put in place additional public health and outbreak response measures, working with the City and District Councils and other partners. The funding is for the period to the end of the financial year
28. The current forecast for general balances at 31 March 2021 is £30.3m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.5m are returned to balances.
29. 84.6% of planned savings totalling £18.4m are on track to be delivered in 2020/21. £1.6m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. The majority of these savings relate to income generation which has been affected by the Covid-19 pandemic. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered.
30. See Annex C for further details and commentary.

<p>CLAIRE TAYLOR Corporate Director for Customers and Organisational Development</p>	<p>LORNA BAXTER Director of Finance</p>
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Contact Officers:

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WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Pages Our services improve	1. Improvement following audit or inspection	GREEN	↔	Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)	90%	100%	There were 10 main actions highlighted in the report by HM Inspector of Fire & Rescue (HMICFRS), of these the service has completed 5 and partially closed out one other. Assurance exercises are being carried out on 3 of the main actions completed. Reports are being completed for the 2 other actions to show how the service has met these improvements.
				The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19).	> 84%	93%	93% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally
	2. Listening to residents	AMBER		Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date	> 50%	25%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in September was 475. Of these: <ul style="list-style-type: none"> • 118 (25%) are now repaired. • 279 (59%) were closed without immediate action. Of this group: <ul style="list-style-type: none"> - 8% were the responsibility of other organisations - 43% did not meet our intervention criteria - 40% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes) - 8% were duplicates of other enquiries • 60 (13%) are still awaiting a decision from officers. • 18 (4%) are waiting for Skanska to repair This information is reported in arrears to enable inclusion of full month activity.
			↔	Increase the number of FixMyStreet Super-User Volunteers from among members of the public	+4 per month	0	Impacted by COVID-19. During October we have held off from training as we are at the final stages of development for the new volunteer FMS system. We are about ready to start putting together a training programme for the new system. We are aiming to firstly train the existing Super-Users remotely. We will then focus on the new volunteers (approximately 25), providing training through a mix of remote and site training subject to any COVID-19 restrictions. In the meantime, we will keep the existing SU's and those to be trained updated with changes.
				Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	>85%	96%	The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – October – 99 customers surveyed out of 2,988 which is 3%. 95.96% were happy with the service they received from Customer Services. 1% where Neutral. 2% was dissatisfied. 98.9% of customers where happy with the experience they received from individual officers.

			Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	83%	7,921 contacts recorded from all channels. 6,551 contacts (83%) were resolved at first point of contact.	
			Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	11%	<p>During October, the Customer Services Centre received 14,565 inbound calls and made 7,714 outbound calls. The abandoned level improved from 15.3% to 10.9%.</p> <p>Overall demand to the CSC reduced in October and the inbound call volumes are on par with the same time last year (down 2.5%).</p> <p>However, there are some anomalies as demand for Registration remains consistent to previous months and is considerably higher than this time last year (Oct 20 – 1,692 / Oct 19 – 754).</p> <p>Increase in contacts regarding Household Waste Recycling Centres during October, has seen contacts double compared to October 2019.</p> <p>Demand for Adult Social Care reduced compared to September, however this is on par with October 2019. We are now seeing the impact of COVID-19 on our customers lives within the Social & Health Care team. Referrals (non inbound phone work usually) are now more complex as they include an increase in safeguarding concerns being identified, more mental health concerns being raised and an increase in a second person being identified as part of the referral. These are all increasing the activity / processing time in the service. A number of actions are in place to mitigate the demand.</p> <p>Children Social Care demand has remained consistent.</p> <p>Track and Trace programme which is joint with CDCs CSC began during October. Three OCC CSC staff have been allocated to this, with a further 2 agency workers recruited to start beginning of November.</p>	
Our services improve and deliver value for money	3. The Council is financially resilient	GREEN	↔	Financial indicators contained in the Financial Strategy are on track	100%	66%	The measures taken in response to COVID-19 have impacted on this target, with the temporary suspension of debt recovery in particular resulting in lower levels of performance. Overall, the indicator remains Green as whilst performance levels are below target it is generally related to COVID-19, and mitigation has been taken to maintain good financial resilience.
			General balances remain at or above the risk assessed level	100%	129%	Balances are forecast to be £30.3m at 31 March 2021.	
	4. Effective financial management and governance	GREEN	↔	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-0.2%	Based on expenditure to the end of September 2020 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£1.1m.
				Capital projects are delivered on time and within budget	>80%	n/a	No variation is reported at this point in the year.
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	94%	

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	↔	Number of vulnerable children and adults helped to live more secure and independent lives	3593	3936	We are still gradually increasing the number of physical visits for Safe and Well and have made significant progress to meet our expectations. We continue to ensure prioritisation for critical and high-risk households. Our annual electric blanket testing programme was delivered in a COVID-19 Secure way. We set up a home collection and delivery service and provide relevant information and literature to residents. The team tested 756 blankets (compared to 622 in 2019) and the average failure rate was 21%.
			Number of children better educated to live safer and healthier lives	8289	142	As we continue to follow both Government and OCC guidance to remain COVID-19 safe and protect others, much of our work across our risk reduction activities for children and young adults across all of Community Safety Services continues to be paused. Fire Cadet meetings have continued to take place online, seeing an increase in attendance during October.
			% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Due to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against this measure and target. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, our increased ambition means how we measure / monitor travel by cycling and walking needs reviewing and targets will need to be reset, with the added requirement for more specific indicators to measure the impacts of our interventions where we have developed Local Cycling and Walking Infrastructure Plans.
			Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	24%	This is a very important health prevention programme. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart as customers are being asked to reduce their time in libraries and avoid direct contact where possible. It has been less conducive to hold a conversation while both parties are wearing face coverings. We will continue to rebuild this programme given its previous positive outcomes.
	6. Timeliness of emergency response	↓	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	620	329	Despite the low number of Co-responding calls (we ceased responding to these in September 2017 in all but one of our fire stations) we are on track in all other areas of the measure overall as Co-responding is only one element of the overall measure.
			% of emergency call attendances made within 11 minutes	80%	79.96%	We are now including a wider range of our emergency calls within our responds standards to improve transparency to residents and make the performance measures easier to understand. We always send the nearest and fastest fire appliance to the incident and this has not changed. With the inclusion of a wider range of calls we are only 3% below our stretch target of attending 80% of incidents within
			% of emergency call attendances made within 14 minutes	95%	88.91%	

						11 minutes. We are always seeking to improve but our average response time of 8mins 56secs in October is excellent for a fire and rescue service covering a large rural area.
						The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19 on Quarter 1 2020/21. Quarter 2 data will be published on 7th December 2020.
7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	GREEN	↔	Rate of successful quitters per 100,000 smokers 18+	> 3,564	1839	
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	> 6.6%	10.2%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	49.1%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	56.4%	We continue to exceed local targets and England averages

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	GREEN	↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	99.2%	Cumulative rate and covers all defects April to September. (Data is reported one month in arrears.)
				Defects creating potential risk of injury repaired within 28 calendar days	90%	98.8%	Cumulative rate and covers all defects April to September. (Data is reported one month in arrears.)
				Kilometres of highway resurfaced as % of total	3.07%	2.62%	The annual plan for 2020 total surfacing programme has been calculated as 3.07% of the network (excluding patching). The figures from April to October are cumulative, therefore as at 31st October 2.62% of the network has been resurfaced.
	9. Engagement with cultural services	AMBER	↔	In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	Museums Service a) -53% b) -53% History Service a) -77% b) -100%	Museum Service: Normal Face to face programmes were not delivered this month owing to COVID-19. The Oxfordshire Museum, with a 30% reduction in opening hours, welcomed 5,851 visitors to the site (October 2019 = 11,758) and 4 enquirers visited the Museums Resource Centre (October 2019 = 8). Swalcliffe Barn remains closed to the public. October 2019 = 42). In person schoolchildren 403 (October 2019 =500). Service not delivering 'activities' on site (October 2019 = 771) History Service: In-person engagement October 2020: 87 visitors (October 2019 = 382) 0 attendees at events (October 2019 = 126). History Centre was open to visitors for only 50% of its pre-lockdown hours, with limited seating and pre-booking only. The service was unable to deliver or host events on site.
				Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service Overall online engagement (social media and website visits and emails) in October up 15% on same period last year, but social media interaction up by 116% on October 2019. History Service: Online/remote engagement October 2020 = 76,890 engagements representing a 27% decrease from October 2019. This includes answering 510 e-mail enquiries, an increase of 220% on October 2019. Library Services: Online engagement (social media and website visits) for October is 167,559 The figure for Quarter 2 (July/Aug/Sept) was 541,191
				Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -39% b) -50% c) -72.5%	A phased re-opening of the library network commenced in July 2020. As of 5 November, Libraries are closed again with the exception of Click & Collect and pre-booked access to public computers a) Active users Oct 2019= 81,368. Active users Sept 2020 = 50,037 – this is a reduction of 38.5%. This figure does not count

Our quality of life in Oxfordshire is enhanced

						customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output) b) New borrowers Oct 2019 = 2,516. New borrowers Oct 2020 = 1,262 c) Daily visits Oct 2019 = 208,594. Daily visits Oct 2020 = 57,825. The drop is due to the service operating a gradual and phased re-opening and reintroduction of services since lockdown restrictions were eased from July 2020. Anecdotally, there remains uncertainty amongst many customers and a reluctance to return to library visits at a normal frequency. It should be noted that October visits were up from 47,274 in September as more libraries opened.	
Page 65 Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	GREEN	↔	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	Rate not available	This is an annual measure. Draft reporting shows the Council are ahead of the 6% target. Final reporting will be available in November.
				% of streetlights fitted with LED lanterns by March 2021	40%	27.1%	As of 31st October, 16,158 LED lanterns have been converted from the 59,631 streetlights across the county over the past 6 years. This is 27.1% of the total streetlight assets. 377 were replaced during October. The capital programme (2,898 units) has now commenced with 1,500 of the assets projected to be upgraded by 31st December 2020. <ul style="list-style-type: none"> The LED replacement programme has been reprofiled to be carried out over a 5-year period and to be completed by Summer 2025. The 1st two years of the programme are focused on the units with the most significant consumption and potential to save energy.
				Increase the number of staff who have accessed the Council's Cycle to Work scheme	-	-	The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.
		11. Reduced carbon impact of our transport network	AMBER	↔	Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicles charging points per 100,000 population, compared with 2019-20 baseline	140 (for Park and Charge Project by end October 2021)	Rate not available

			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	99.1%	Rate is the average for April to September (data is reported one month in arrears).
12. Air quality	A M B E R	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data, although improved reporting of the assessments is expected to be available from November. This follows the successful recruitment of a new Air Quality Programme Manager to manage the work on air quality strategy, monitoring and action plans as part of the Council's Strategic Planning Team. Discussions will also soon be underway with service areas and partner organisations about establishing a strategic framework for managing air quality, including identifying specific measures and actions required in designated Air Quality Management Areas.
			Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
13. Household waste re-used, recycled or composted	A M B E R	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 29.1% b) 30.11% c) 0.21% Total 59.42%	Figures are the forecast end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts are subject to a high degree of uncertainty; please note we use forecasts as the performance measures are based on tonnage and we do not yet know this for the whole year and won't until May 2021 when tonnage data for March 2021 has been verified. We produce the forecasts based on actual data for the previous months, i.e. for September reporting actual data for April - July 2020. Waste tonnages currently continue to be influenced by the COVID-19 restrictions and remain higher than last year. Other influences that could have an impact during the year include economic uncertainty / possible downturn and the rate of housebuilding. Waste tonnes for August seem to show movement towards expected levels.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	2.6%	This end of year forecast is highly uncertain as insufficient data is currently available for accurate forecasting, and the percentage of waste landfilled is expected to increase.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	67.93%	HWRCs reopened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and remains uncertain as accurate forecasting is difficult in current circumstances. The increase from August is mainly due to wood being sent to a different processor with a higher recycling rate that is yet to be validated.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
<p>Page 3</p> <p>Children are given a good start in life</p>	<p>14. Prevalence of healthy children</p>	<p>AMBER ↔</p>	<p>Number of expectant mothers who receive a universal face to face contact at 28 weeks</p>	<p>78%</p>	<p>No Data</p>	<p>During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts during Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, and the performance for this cohort was 77.9%. All staff are now back in post for Quarter 3.</p>
			<p>Percentage of births that have received a face to face New Birth Visit</p>	<p>95%</p>	<p>97.8%</p>	<p>All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1707 births)</p>
			<p>Percentage of children who received a 12-month review</p>	<p>93%</p>	<p>No Data</p>	<p>This target has been impacted by COVID-19, during wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, the performance for this cohort was 84.3%. All staff are now back in post for Quarter 3.</p>
			<p>Percentage of children who received a 2-2½ year review</p>	<p>93%</p>	<p>No Data</p>	<p>This target has been impacted by COVID-19. During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up and the performance for this cohort was 88.7%. All staff are now back in post for Quarter 3.</p>
			<p>Babies breastfed at 6-8 weeks of age</p>	<p>60%</p>	<p>No Data</p>	<p>This target was achieved in 2019/20, however, it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive roles in Quarter 2. Universal partnership Plus (the most vulnerable families) was proactively followed up and the performance for this cohort was 27%. The service did continue to support mothers with breastfeeding, offering universal packages of care and virtual help. This indicator is interdependent on midwifery services as feeding methods are often established before babies leave the hospital. Midwifery services were also impacted.</p>
			<p>% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.</p>	<p>95%</p>	<p>No Data</p>	<p>This target was achieved in 2019/2020 however it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive post in Quarter 2. Universal Partnership Plus (most vulnerable families) were proactively followed up, performance for this cohort was 93.2%. Appointments/visits were either phone/digital consultation or face to face if risk assessed as necessary.</p>
	<p>15. Number of children we care for</p>	<p>AMBER ↑</p>	<p>Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21.</p>	<p>750</p>	<p>783</p>	<p>The number of children we care for was 783 at the end of October compared to 826 12 months ago. The figure has started to rise as fewer people are leaving the cared for system in part due to backlogs in family courts.</p>

	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5953	The service is staff for 140 assessments per week. Referrals (and hence assessments) fell during lock down and the subsequent school holidays. The last 4 weeks has seen an increase with an average of 157 assessments each week.
	17. Number of child protection plans	GREEN	↔	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21.	550	520	Although the trajectory is positive there is a risk that the number of children the subject of a plan may increase as return to school and police incidents are beginning to trigger child protection investigations and notably an increase in the number of children presenting with very serious harm.
Children are able to reach their potential	18. Timeliness of completing Education, Health and Care Plans	AMBER	↔	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021	58.7%	50%	57% of Education, Health & Care plans (EHCPs) issued during October were within the statutory 20 week guidelines. Over the previous 12 month period, 50% of EHCPs have been issued within 20 weeks. The most recent comparative data (2019 calendar year) showed that 50% of EHCPs issued by Oxfordshire were within 20 weeks, compared to 47% across the South East and 60% nationally.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	19. People needing short-term support can access an effective service	NOT RATED	↑	Maintain the number of hours of reablement delivered	Targets will be set during Quarter 3	5316	Figures are affected by COVID-19.
				Number of people receiving reablement		1487	
				% of people who need no ongoing care after the end of reablement		42%	
	20. Number of people with control over their care	GREEN	↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	96.1%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process. Figure is improving in the year.
				Number of people with personal budgets remains above the national average	> 90%	91%	91% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally.
				% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	24%	24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
				% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	44%	44% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 40% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔	Reduce the number of people delayed in hospital awaiting health care	22	18	Central government has ceased the reporting of delayed transfers of care going forward as it is recognised that this is not the best measure of timely and appropriate patient flow through hospitals. It is reported here as a local measure till a new national measure is agreed.
				Reduce the number of people delayed in hospital awaiting social care	6	1	
				Reduce the number of people delayed in hospital awaiting both health and social care	26	12	
	22. People needing social care are supported to stay in their own home	GREEN	↔	Maintain the number of home care hours purchased per week	> 21,000 hours	24,153	There has been a 19% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home
				Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	12	12 people so far in the year therefore pro rata 21 in year
				Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	> 76%	91.1%	The service keeps delivering ahead of target.
				Increase to the national average the percentage of older people in long term care who are supported to live in their own home	> 57%	60%	Increasing home care being purchased and fewer care home admissions
				There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21	60	11	11 nominations in the year to date, though admissions are higher (at over 50)

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	AMBER	↔	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	63% (position as at 31 st Oct)	This measures the capital infrastructure major programme and means 63% of agreed programme for the year 20/21 has been spent or committed. There is a robust plan in place to achieve 100% by end of March 2021 and a full review of the pipeline of work is ongoing currently to re-baseline the programme.
	24. Number of new homes	AMBER	↔	We support the delivery of new affordable housing starts by March 2021 [the target is being reviewed for confirmation in Summer 2020]	1,322 homes to March 2021	Rate not available	Discussions with MHCLG (Ministry for Housing, Communities and Local Government) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further extension, on a scheme by scheme basis to ensure delivery. MHCLG have received and approved a revised [programme that will deliver the Deal commitments for affordable housing. MHCLG have also agreed a revised timeline for the project that will extend it to a fourth year, with a possibility of further extension into a fifth year, to be agreed with Homes England on a scheme by scheme basis together with a revised grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process.
Businesses are able to grow and develop	25. Support for a strong local economy	AMBER	↔	Number of businesses given support by Trading Standards interventions or fire risk inspections	1,709	1,247	Performance has remained very strong in quarter two for business interventions from the Trading Standards team: from the number of weighing and measuring equipment that has been tested and verified, along with the number of businesses that have been advised during the investigation of complaints. The team has undertaken a significant amount of work to advise businesses of the COVID-19 business closure requirements, during lockdown and now the new requirements around the track and trace APP, 10 pm closure time etc. The fire protection team has started to return to auditing premises, this will be a slow and steady increase in work output as we have to ensure that the premises are COVID-19 secure as well as receiving all of the documentation to review prior to attending, in order to spend as little duration at the premises as possible.
				Rate of participation in innovation funding bids or new projects in support of the Smart Oxford programme	20	23	Rate is April to end of October. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. The first successfully secured funding this month is in partnership with Oxbotica and Oxfordshire. A Connected Autonomous vehicle project to scale up CAV vehicles and connected infrastructure on the network. The second new project for September is an exciting first of a kind pilot to trial the use of drones between care homes and pharmacy. Both new funds are from Innovate UK pots.

Page 70

				Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	82%	Rate is for October. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. The Oxfordshire Mobility Model (a cloud-hosted model for simulation of transport demand) may be delayed because of data availability and delays with getting this due to COVID-19. The VPACH project that had been suspended has restarted with IUK approval we have one other, the V2Go project that is now expected to end early however, this is being programmed in from an OCC perspective. Some adult and social care projects have had to be put on hold over COVID-19 and restrictions in visiting care homes.
Page 7 People and communities have excellent transport and broadband connections	26. Level of disruption to journeys	AMBER	↔	Reduce the number of failed utility works inspected	<15%	10.8%	From 1,275 sample A/B/C inspections conducted in October (including all follow up inspections) 138 failed. This equates to 10.8% failure rate.
				Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data.
				Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0.33%	The reported rate is for October. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. A random 10% check was completed in October by Highway Officers, and data confirms there were 0.33% Non-Compliant Defects. October rate calculated as total number of return repairs/visits to own works (NCDs) 9 divided by Total potholes fixed 2,735 = 0.33%
				Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme)	<1%	0%	No permits that entered the system went deemed.
				Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle.	100% by end of Mar 2021	98%	4-year inspection programme is in place and underway despite challenges with COVID-19. 98% of the planned annual programme for inspecting 84 parishes has been completed, meaning 82 parishes have been inspected as at end October. Performance Indicators and potential alignments with other indicators for the Tree Service are being reviewed to look at options to provide further information on the value of the service. Revised measures are due by end of November.
	Average excess waiting time for buses on frequent services (minutes)	5 mins	1.1 mins	Service frequencies have been restored to pre COVID-19 levels as of 30th August. From September onwards increased levels of congestion may lead to lower levels of performance. The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, to be signed off by OCC and bus operator Directors.			
	27. Enhanced digital connectivity for residents and businesses	GREEN	↔	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	79,258	Rate is to end of September. Connections across Oxfordshire picked up markedly over the Summer with over 1,000 premises being connected. This quarter saw the closure of the Better Broadband for Oxfordshire Programme (BBfO) programme. This programme had an original target of 64,500 premises to be connected which now stands at over 79,000 achieved. Targeted percentage superfast coverage was 90%, now standing at 97.9%. Targeted take-up of services was 20% and is currently above 74%. All achieved whilst accruing an underspend of c £3m.

					Openreach delivered their first structures this quarter under the DEfRA funded Businesses in Rural Oxfordshire (BiRO) programme. This measure is reported quarterly, with next update due end of December.	
			The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	99%	97.9%	Rate is to end of September. Figure is for Oxfordshire delivered either via our contracts or via commercial coverage from a range of suppliers. This also covers the full range of available services and not just full fibre to the premise. This measure is reported quarterly, with next update due end of December.
			The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> • At least Basic Broadband (at least 2Mb/s) • OFCOM 'acceptable' broadband (10Mb/s) 	<=0.1% <=0.5%	0.26% 0.83%	Rates are to end of September. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the above two measures increase, these figures will fall. This measure is reported quarterly, with next update due end of December. <ul style="list-style-type: none"> • The 2Mb/s measure reflects the difficulty (and expense) in reaching these most isolated and rural dwellings or Hamlets. • The 10Mb/s reduced by a small amount and is slightly above where we would want it to be, however, a plan is in place to address this.

Risk Assessment Guidance

Level of Risk	How the Risk Should Be Managed
High Risk (15 - 20)	Requires active management - to manage down and maintain exposure at an acceptable level. Escalate upwards
Medium Risk (12 - 8)	Contingency plans- a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile
Low Risk (1 - 6)	Good Housekeeping - may require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Impact	Most severe (5)	5	10	15	20
	Major (4)	4	8	12	16
	Moderate (3)	3	6	9	12
	Minor (2)	2	4	6	8
	Insignificant (1)	1	2	3	4
		Unlikely (1)	Possible (2)	Likely (3)	Very likely (4)
		Likelihood			

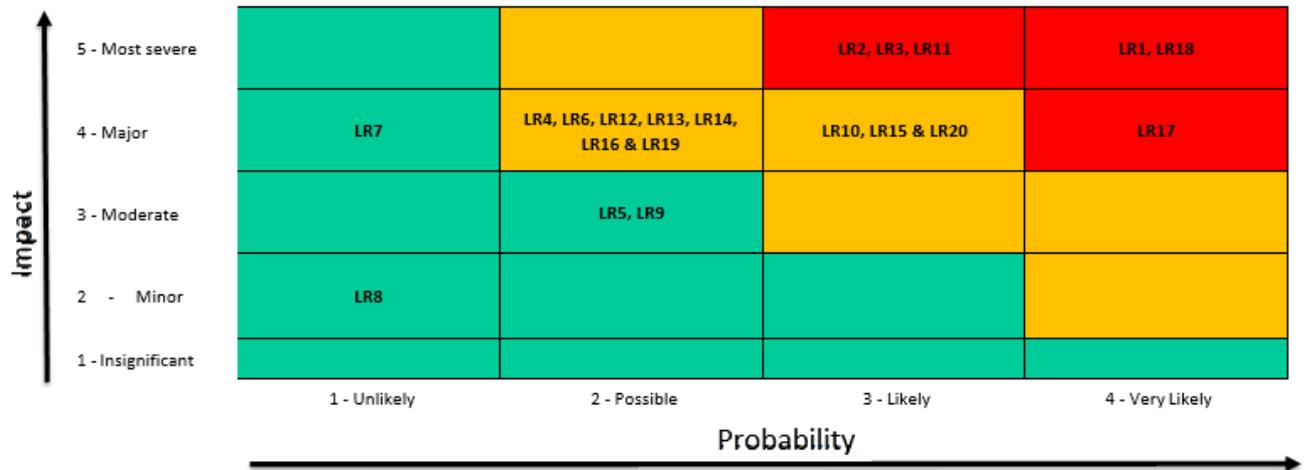
Risk Probability Key				
Score	1	2	3	4
Level	Unlikely	Possible	Likely	Very Likely
Probability	<10%	10 - 40%	41 - 75%	>75%
Timescale	It is unlikely to occur.	Possible in the next 3 or more years.	Likely to occur in the next 1 - 2 years.	Occurred in the last year/very likely to occur in the next year.

Risk Impact Key				
Score	Level	Financial *	Performance / Service Delivery	Reputation
1	Insignificant	Financial loss less than £500k / £2.5m in a year or negative variance against annual revenue or capital budget	Limited disruption to services	A few minor complaints and/or minimal local media attention No impact on council reputation or identity.
2	Minor	Financial loss up to £1m / £5m in a year or negative variance against annual revenue or capital budget	Short term disruption to services that do not directly affect vulnerable groups	A number of complaints but minimal local media attention Minor impact on council reputation or identity with no lasting effects.
3	Moderate	Financial loss up to £1.5m / £7.5m in a year or negative variance against annual revenue or capital budget	Loss of services that do not directly affect vulnerable groups	Extensive adverse local media attention. Perception and identity of Council damaged / undermined in the short term with some rebuilding required.
4	Major	Financial loss up to £2m / £10m in a year or negative variance against annual revenue or capital budget	Significant disruption of services directly affecting vulnerable groups	Extensive national media attention or sustained local media attention. Perception and identity of Council damaged / undermined with long term - major rebuilding required.
5	Most Severe	Financial loss over £2.5m / £12.5m in a year or negative variance against annual revenue or capital budget	Loss of services directly affecting vulnerable groups	Ministerial intervention and/or public enquiry with sustained national media attention. Perception and identity of Council fundamentally damaged and undermined, potentially beyond repair.

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation's governance, operation and ability to deliver services

OCC Leadership Risk Register - As at 21/10/2020

Risk Matrix - Ratings (residual risk scores)



Risk Ref	Risk Title	Residual Risk Score	Direction of travel
LR1	Demand management -Children: Managing the impact of increased demand on council services.	20	↔
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding.	15	↔
LR3	Capital Infrastructure Programme Delivery.	10	↔
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension.	8	↔
LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	6	↔
LR6	Supply chain management ensuring effective delivery through the supply chain.	8	↔
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	4	↔
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency.	2	↔
LR9	Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	9	↔
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	12	↔
LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium-term financial strategy.	15	↔
LR12	Property and assets (maintenance cost).	6	↔
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	8	↔
LR14	Business continuity and recovery plans Resilience to an additional significant disruption during the Covid-19 Response.	8	↔
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	12	↔
LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose.	8	↔
LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic.	16	↔
LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	20	↔
LR19	Safeguarding vulnerable adults.	10	NEW
LR20	Demand management - Adults.	12	NEW

OCC Leadership Risk Register

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of Travel	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR1	Demand management - Children:- managing the impact of increased demand on council services	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19, leading to more requests for children's social care, SEN services, elective home education and adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand. The impact on children's and adults' services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services. Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets Over-reliance on voluntary groups acting without co-ordination	Kevin Gordon	Hannah Farncombe & Karen Fuller	5	4	20	Demand management in children's shows success in early help assessments ahead of target. Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Management oversight of children's social care plans to ensure timely progress is achieved and drift is eliminated. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention and monitor re-referrals. All services are tasked with managing activities within allocated budgets Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, an involve partners and the Voluntary and Community Sector. iMPower in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision. Children's Social care anticipate surge in referral to early help and children's social services when schools fully reopen in September.	5	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. Temp additional social workers have been retained and increased to manage the surge in demand as year groups have returned to school. Internal service re-design to direct greater resource into the Front Door and child in need services. September and October have seen volatile levels of referrals and demand for assessments, including weeks with very high numbers. This is linked to return to school and high levels of police referrals. Re-designed early help partnership work has developed swift access to help in communities for children and families and mobilised resources across schools/agencies/MASH/VCS. Transformation projects have been kept on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach. Our new Family Safeguarding model will reduce the numbers of looked after children in particular. This went live on 02/11/20. The planned Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	↔	Early Help networks offering 'pre-front door' swift access to family support have been trialed. Good impact: circa 100 families' needs addressed over 5 weeks. Networks were reinstated offering direct support to all schools from w/c 14.09.20. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. Referrals for social care are rising with return to school, as anticipated. MASH has been reviewed to ensure all roles are being utilised efficiently to absorb additional demand, and any additional temporary staffing requests are properly evidenced. A review of SEN services, including EIS, is underway to ensure the forward plan is a cost-effective model of delivery. The council has received 28% increase in requests for elective home education. The internal team (3 staff) are managing the pressures in as timely way as possible and we have requested additional resource from the DfE. Risk reviewed - Risk title, cause, risk effect, risk owner, existing controls and comments updated.	06/11/2020

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						Impact	Probability	Rating		Impact	Probability	Rating			
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	Risk of death or serious injury to children or young people through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the restrictions related to school and home visits.	Potentially devastating impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored weekly through CEF Performance Dashboard and Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children. Detailed updated guidance for social workers implemented to ensure all children receive home visits. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Numbers of electively home educated children are monitored.	5	3	15	↔	100+ Schools participating in the Wellbeing for Education Return programme are being supported to deliver the programme. Others are being encouraged to participate. Attendance in all sectors of the school community has been consistently above national averages. Numbers of EHE have increased by 19% since the same period last year. National increase is 35%. Performance management and quality assurance frameworks are further embedded with additional quality assurance audit training having been delivered to all senior and front line managers in Aug and Sept. RAG ratings now reviewed monthly rather than weekly as all children are being seen via face-to-face visits to family homes, schools and placements. This is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - risk title, risk cause, risk owner, existing controls, mitigating actions and comments updated.	06/11/2020

OCC Leadership Risk Register

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						Impact	Probability	Rating		Impact	Probability	Rating				
LR3	Capital Infrastructure Programme Delivery	Each element of the Capital Infrastructure Programme has a different set of deal conditions formally agreed with Government. The recently signed HIF1 and HIF 2 funding agreements have agreed delivery end dates, which if exceeded would cause all costs from that point onwards to be the responsibility of the County Council. The Growth Deal has greater flexibility, but not delivery would result in the outcomes not being realised and potential reputational risks.	HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. Reduced delivery of affordable housing and related impact on the community. Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. Additional strain on the highways network that could restrict the county's ability to improve productivity. Lack of a strategic framework for future growth in the county. Constraint on economic development.	Paul Feehily	Owen Jenkins	5	3	15	A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.	5	2	10		↔	Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving. Risk Reviewed- Mitigating actions updated	09/11/2020
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Pandemic control measures could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be change in government guidance; local decisions making regarding outbreak control and the government Tier system; lack of compliance with outbreak control measures.	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately.	Yvonne Rees	Rob MacDougall	4	3	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.	4	2	8		↔	Risk Causes, Existing Controls and Mitigating actions adjusted.	12/11/2020

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LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities. CV- 19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to priorities the outbreak over 'business as usual' relationships.	Deterioration of key relationships could reduce the Council's ability to: <ul style="list-style-type: none"> Meet desired outcomes for residents, Achieve efficient delivery Take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. Prevention)	Claire Taylor	Robin Rogers	4	2	8	<ul style="list-style-type: none"> Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges. Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts Formal/informal meetings with main bodies and sector representatives Participation and engagement in local partnerships, forums and project / policy development work. The Civilian / Military Partnership is implementing changes to how it operates and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme. Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements. Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. Systems recovery structures in place to deliver Recovery strategy and on-going response to CV-19. New liaison arrangements in-place with VCS for Covid-19response to cover community response, VCS resilience and recovery planning. 	3	2	6	↔	Risk reviewed - Existing controls and mitigating actions updated.	13/11/2020
LR6	Supply chain management ensuring effective delivery through the supply chain.	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures.	Delays to meeting service requirements or service provision.	Lorna Baxter	Jeremy Richards	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	4	2	8	↔	Risk is being managed by service area contract managers c/w the provision of a monthly report and the weekly joint procurement and finance meeting. Risk Reviewed - No changes	10/11/2020
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities.	<ul style="list-style-type: none"> Litigation/judicial review Financial penalties - Local Government. Ombudsman/Regulators/Central Government. Damages liability to residents and commercial counterparties. Central Government intention. 	Sukdave Ghuman	Glenn Watson	4	3	12	<ul style="list-style-type: none"> Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules). Support role of Finance, Legal and Procurement. Audit function. Legal Compliance and Service Plan. Service Level Agreements between directorates and Legal. Dedicated specialist teams for information rights and complaints resolution. 	4	1	4	↔	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking Complaints Service – reviewing structure and resourcing to ensure remains sustainable. Risk reviewed - Comments updated.	12/11/2020

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LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency.	That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.	Sukdave Ghuman	Glenn Watson	2	2	4	<ul style="list-style-type: none"> Council governance framework is regularly reviewed and updated by senior managers and members. Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate virtual/remote public meetings. System of internal control - coordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. 	2	1	2	↔	<p>Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.</p> <p>Annual Governance Statement process for 2020/21 is now under way with the Corporate Governance Assurance Group. Whistleblowing Policies updated and new co-ordinated approach in place under the Monitoring Officer (led by Principal Governance Officer) with central log being put in place and co-ordination of cases.</p> <p>Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC.</p> <p>Constitution Review led by Monitoring Officer at both Oxon CC and Cherwell DC.</p>	Risk reviewed - Mitigating actions updated.	12/1/2020
LR9	Workforce Management Long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: <ul style="list-style-type: none"> Recruitment and retention issues. Increased costs of agency staff Increased costs in training and development. Underperformance or lack of delivery. 	Claire Taylor	Karen Edwards	3	4	12	<ul style="list-style-type: none"> On-going monitoring of issues and HR data Key staff in post to address risks (e.g. strategic HR business partners, reward manager) Ongoing service redesign will set out long term service requirements. Temporary dedicated resourcing support. 	3	3	9	↔	<p>Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.</p> <p>Annual Governance Statement process for 2020/21 is now under way with the Corporate Governance Assurance Group. Whistleblowing Policies updated and new co-ordinated approach in place under the Monitoring Officer (led by Principal Governance Officer) with central log being put in place and co-ordination of cases.</p> <p>Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC.</p> <p>Constitution Review led by Monitoring Officer at both Oxon CC and Cherwell DC.</p>	Risk reviewed - Mitigating actions updated.	12/1/2020

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						Impact	Probability	Rating		Impact	Probability	Rating				
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance. The ongoing impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. Furthermore, inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio, but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	Tim Spiers	4	4	16	<ul style="list-style-type: none"> All projects identify benefits to be delivered and long-term financial implications (upfront costs and savings), supported by project plans. Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process. Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services. All project resourcing considered monthly; roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity. Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise are managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management. 	4	3	12	↔	<ul style="list-style-type: none"> Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required. Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects. Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium-Term Financial Planning process. CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. Align work with CDC programmes wherever possible to achieve increased benefits. 	<p>There will be delays to planned work. However, the analysis of full impact of Covid-19 on the organisational change and service redesign programmes and projects is ongoing.</p> <p>Monthly dashboards are now being produced and reported to CEDR.</p> <p>Further work required to ensure programme of work is fully aligned as outlined in mitigating actions.</p> <p>Ongoing work is being undertaken as outlined in mitigating actions. Further impact of second wave to be established.</p> <p>Risk reviewed - Comments updated</p>	2/1/2020
LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium-term financial strategy	MTEP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	Significant overspend at year end leading to: -extensive use of general balances, taking them below their risk assessed level -extensive use of earmarked reserves resulting in no funding available for earmarked purpose -further savings or income generation required in year or across the life of the Medium-Term Financial Plan (MTEP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTEP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTEP.	Lorna Baxter	Ian Dyson	5	3	15	<p>Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet.</p> <p>Progress against future year's savings is also tracked monthly, and if necessary, addressed as part of the Service & Resource Planning process.</p> <p>Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG</p> <p>Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting.</p> <p>Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks</p> <p>Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020.</p> <p>s25 report of Chief Finance Officer</p>	5	3	15	↔	<p>The financial impact of COVID-19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report.</p> <p>The Government has provided funding but not sufficient to meet expected costs and reduced income for the year. As a result, a Revised Budget was approved by Council in September which identified £15m of in-year savings to meet the expected shortfall between government funding and the expected costs and reduced income.</p> <p>The first claim relating to lost income on Sales, Fees and Charges related to COVID was submitted at the end of September and was in line with expectations and forecasts.</p> <p>The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Budget and Business Planning process has commenced and the first report to Cabinet in October for 2021/22 set out a scenario plan of savings linked to the economic impact of Covid in terms of the impact of both business rates and council tax.</p>	<p>The impact of Covid19 has changed the financial outlook for the Council, although there are too many variables to fully determine both the medium and long term impacts beyond the current year; however, the financial pressures in year are clearer, and for 21/22.</p> <p>The action for the High Needs DSG recovery plan has been included. There is no current expectation that Government will seek to recover the deficit from the Council Funding; however, the spending is not yet under control and we have been required to produce a recovery plan for some time.</p> <p>Risk reviewed - No changes</p>	2/1/2020

OCC Leadership Risk Register

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LR12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Steve Jordan	George Eleftheriou	4	4	16	Property, Investment and Facilities Management function redesign to get the right professionals running the service Develop Property Strategy which would determine where to prioritise efforts/spend on assets Install right systems to enable us to keep on top of managing information about our assets	3	2	6	↔	All of mitigation actions referred to are now in place and activities ongoing. The right team/expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance Additional budget allocated to the team to carry out further works Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected. Risk reviewed - mitigating actions updated.	11/11/2020	
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and wellbeing risk.	Unsafe services leading to injury or loss. Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions)	Steve Jordan	Paul Lundy	4	3	12	H&S policies and procedures have been reviewed and adopted Risk Assessments completed including COVID-19. Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID 19. Information and training programmes in place for staff and volunteers. Communications channels in place including COVID- 19 focused H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.	4	2	8	↔	Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible - Ongoing, alternative virtual delivery options now in place for most courses. Implement the actions of the recent H&S Audit (April 2020) to further improve systems and controls - Ongoing PIFM to implement management systems to monitor property compliance and safe working practices. Process for ensuring all buildings used or re-opened are reviewed and risk assessed to ensure they are COVID-Safe. Ongoing as part of recovery plan Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure. Ongoing - H&S updates and guidance published on intranet and maintained by H&S Team. Arrangements for supply and distribution of PPE is well established - no reported pressures.	As of 5 Nov, under new national restrictions. All staff deemed CEV are only working from home. Some service areas closed, or services restricted in line with government guidance to help reduce the spread. Risk Assessments reviewed in light of guidance changes and safe systems of work appear effective. There has been 0 RIDDOR cases of COVID due to occupational exposure. Further work is underway to improve support for people working from home as part of Agile strategy. Review of H&S governance, resources and structures commenced to meet future organisational needs and objectives.	18/10/2020

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LR14	Business continuity and recovery plans Resilience to an additional significant disruption during the Covid-19 Response.	A further disruption occurs that puts additional pressure on business continuity arrangements.	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services.	Yvonne Rees	Rob MacDougall	4	4	16	A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans. Review of London Bridge undertaken by corporate leads.	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications COVID19 security on building are in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR. Business Continuity Plans have been reviewed in light of lessons learnt from the first wave of the pandemic.	↔	There are concerns that increasing staff absence due to Covid and Self-isolation will increase the likelihood of the risk being realised and this will be monitored over the coming weeks 'Risk reviewed - updates to Existing Controls and Mitigating Actions.	12/11/2020
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defenses will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home.	A serious and widespread attack (like Wannacry in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are still receiving PSN whilst going through present submission. CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a coordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	12	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus's standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed, to undertake: •Responsibility for managing security threats and prevention methods •Working with Information Management to ensure implications of GDPR on data security is understood and built in •Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats •Documenting processes and policy to define roles, responsibilities and procedures •Maximising tech to reduce cyber risks •Ensuring all new and existing suppliers meet cyber security requirements	↔	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat. IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Briefing paper produced for CEDR on latest status and next steps to ensure priority is maintained in this critical area. Risk reviewed - Comments updated	12/11/2020

OCC Leadership Risk Register

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LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose.	The server infrastructure, backup and disaster recovery hardware are at or past end of life.	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive homeworking during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response.	Claire Taylor	Alistair Read	4	3	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home. IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements.	4	2	8	↔	<p>Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19</p> <p>Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness</p> <p>Replacement datacenter, disaster recovery and backup solution are fully operational.</p> <p>Datacenter network equipment has been updated and the amount of core space used rationalised. Measures remain in place together with the resilience testing to maintain core IT services. Staff resources are assigned to the most in demand IT requirements.</p> <p>An expanded duty team will support delivery of critical services out of hours.</p> <p>joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks.</p> <p>Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection. All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave.</p> <p>A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until December.</p>	<p>Demand for Covid-19 related IT activity is minimal, and there is an increase in more standard IT requests and work.</p> <p>IT Service is back to normal workloads and BAU objectives, with project work also increasing, utilising our new ways of working.</p> <p>Work is continuing on our IT Strategy to ensure we have even more flexibility in our IT for agile working. Risk reviewed - Mitigating actions updates.</p>	09/11/2020

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LR17	Covid-19. Community and Customers Providing service and support to those impacted by the coronavirus pandemic.	Significant spread of the Covid-19 virus customer and communities. Including community resilience, LR17 service and support ability to access services, consequences of those impacted by prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy. •Increased demand on both frontline and enabling Review of current BCP's underway. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation.	•Possible reductions in frontline service delivery, Significant spread of the Covid-19 virus results events, meetings and customer contact. •Economic hardship impacting local business and potentially the local workforce. •Impact on vulnerable residents who may find it harder to access services. •Increased demand on both frontline and enabling services. •Prolonged risk of social isolation and the mental and physical consequence thereof.	Claire Taylor	Mark Haynes	5	4	20	<ul style="list-style-type: none"> •Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services. •Remote (home based) working in place, to facilitate self-isolation and limit impact on service delivery. •Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. •Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened. •Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols). •Mutual aid with regional Thames Valley partners enables a tactical response to community resilience. •Engagement with suppliers to manage impacts across the supply chain. •Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day. •Provision of additional body storage as temporary place of rest to support the current mortuary provision. •Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance. <p>Nov 2020 - Now in national restrictions and service provision is varied from BAU to reduced service offer to closure of customer facing activities and sites. Focus is still working with Districts / City and volunteers to provide assistance to those that need it.</p>	4	4	16	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>The councils will enact any support schemes as set out by national government as they emerge.</p> <p>The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community.</p> <p>As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions.</p> <p>Customer contact demand will continue to be monitored and resource allocated to key priorities</p> <p>Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20</p> <p>Involvement on the Health Protection Board supporting vulnerable customers if isolated due to tract and trace protocols and in line with Local Outbreak Plan.</p> <p>Easing of lockdown restrictions has enabled a wider range of services to become more available to customers and residents. 91% of core libraries are now open and customer contact at the CSC is back to normal levels.</p> <p>Progression on the reopening of cultural services sites on a phased approach.</p> <p>CSC contact volumes at OCC are back to normal and in social care teams, the complexity of assessments being conducted has increased.</p> <p>BCP review completed and lessons learnt incorporated within.</p> <p>Given the increase in cases of covid19 within the country, it is essential that the impact on customers is carefully monitored.</p> <p>An Oxfordshire Local Contact Tracing Service has been introduced to contact cases of COVID-19 that NHS Test and Trace are unable to reach. These cases would then be advised to isolate and asked about details of their close contacts which would then be fed back into NHS Test and Trace for follow up.</p> <p>National restrictions commenced 5th November</p> <p>Support to the new CEV residents commenced with county wide response.</p>	↔	Risk reviewed - Mitigating actions updated.	13/11/2020

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LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	<ul style="list-style-type: none"> Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery Assess critical services and consider alternative methods of delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues. 	Claire Taylor	Karen Edwards	5	4	20	<ul style="list-style-type: none"> Business Continuity Plans have been reviewed, tested and are maintained and updated Remote working in place Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency Regular communication messages following Public Health advice y planning protocols). Sanitisers in washrooms/corporate buildings Weekly sickness monitoring implemented Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces. Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary Improved understanding of the risk factors across the workforce identified through COVID-19 data. Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. 	5	4	20	↔	Risk reviewed - Mitigating actions updated	09/1/2020

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LR19	Safeguarding of vulnerable adults: Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	<ul style="list-style-type: none"> Insufficient quality controls for care providers. Increased numbers of safeguarding alerts without sufficient resource to manage them in a timely and appropriate Safeguarding concerns not being reported Failure to act when concerns are expressed about an individual being subject to abuse or neglect Poor / inappropriate information sharing amongst partners. 	<ul style="list-style-type: none"> Vulnerable people not protected from abuse or neglect. Serious injury or death of a vulnerable adult Significant reputational damage for the council 	Stephen Chandler	Melanie Pierce	5	3	15	<p>a. Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire.</p> <p>b. The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.</p> <p>c. Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.</p> <p>d. Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers).</p> <p>e. Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring and gathering feedback. These are measured against ten quality standards and an internal traffic light system.</p> <p>f. Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead the Council and the Care Quality Commission.</p> <p>g. Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.</p> <p>h. Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues.</p> <p>i. Cross partnership training plan in place</p>	5	2	10	<p>Number of concerns remain stable after many years of continuous growth.</p> <p>Consultation service is continuing to provide support and has resulted in 1530 calls to the service. However, received 5,116 concerns and 1,296 enquiries last year which does put pressure on a small team. Timings of dealing with concerns and enquiries are monitored daily.</p> <p>The quality of providers in Oxfordshire is higher than elsewhere as evidence by the CQC ratings. Multi agency meetings in place to ensure appropriate sharing of information; regular audits of case work in place.</p> <p>No additional actions required but we will respond to any issues raised in the on-going monitoring.</p>	New risk		18/11/2020

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LR20	Demand management - Adults- Adult social care services aren't help people remain independent and healthy for as long as possible	Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand. Health Services face reduced funding which puts further pressure on the council.	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	Stephen Chandler	Rachel Pirie	4	4	16	a. The service has an agreed model for predicting demographic pressure and this is funded by the Council. b. investment in services to reduce demand (e.g. reablement) c. Pooled budget with health which allows whole system investment d. Referrals into teams in 20-21 for the first 6 months of the year has increased by 21% compared to the sa time last year, but the people we support in long term care is 1% lower than the same time last year e. Medium- and long-term impact from Covid not known.	4	3	12	Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by iMPower rating the productivity of older people's service as 5th highest in the country High use of equipment - 28% more likely to have received equipment. Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. ASC transformation and Making it Happen approach have begun.	New risk	18/11/2020	

Forecast outturn 2020/21 at October 2020

Introduction

This Annex sets out the latest financial monitoring position as at 31 October 2020. The forecast includes the financial impact of COVID-19 for 2020/21 including the latest estimate for additional and exceptional expenditure and income losses which totals £52.3m.

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July. As part of this report Cabinet is recommended to approve a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. Annex C-2b sets out the anticipated COVID-19 costs and income losses by Directorate for 2020/21 and the costs incurred to the end of October. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. Furthermore, the financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. This will need to be taken into consideration as part of the Budget & Business Planning process for 2021/22. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports.

The following additional information is provided to support the information in this Annex:

Annex C – 1 (a) to (f)	Outturn Summary and Directorate Detail
Annex C – 2a	Virement Summary
Annex C – 2b	COVID-19 forecast and virement request
Annex C – 2c	Virements to Note
Annex C – 3	Earmarked Reserves Forecast
Annex C – 4	General Balances
Annex C – 5a	Government Grants Summary
Annex C – 5b	COVID-19 Grant Detail

Children's Services

A breakeven position is forecast by Children's Services against a budget of £132.0m. The directorate forecast outturn includes up to £7.4m of costs relating to COVID-19. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year.

An in year overspend of £11.5m is forecast for the High Needs DSG, against a budget of £58.4m, which will be carried forward against DSG balances and is being managed through the SEN Transformation Project

Education and Learning

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

Budget £29.8m

Key Issues

Variation breakeven

As reflected within the performance report demand for EHCPs remains high and has led to issues with timeliness so far this year. This is likely to require investment to address both any backlog and resolve timeliness issues going forward. Existing directorate resources have been targeted at this area. The impact of this will be kept under review and reported in the next budget cycle.

RAG rating

Amber

Outcomes Achieved

Yes

Financial Impact of COVID-19

To date additional funding of £0.3m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.1m. The forecast for this year is currently £0.3m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.

Significant areas of spend to date are £0.088m for Laptops and Virtual Tuition for children and £0.021m for PPE in Early Years Settings.

There is a risk that demand for Education, Health and Care Plans will increase now schools have returned which may increase workloads for Educational Psychologists and the Casework Team resulting in additional costs. It is assumed this pressure will be funded by Covid-19 budget for costs and income losses.

In addition, lost income is forecast at £0.3m within Education and Learning as a result of the partial closure of schools. It is forecast that this will total £0.4m for the full year. Most is anticipated to be funded through the Ministry of Housing, Communities and Local Government's (MHCLG) income guarantee scheme, with £0.1m which cannot be claimed anticipated to be funded from the Covid-19 budget for costs and income losses.

The overspend reported excludes any impact of the recovery phase for Home to School Transport. At the time of writing the School Transport Service has committed to an additional £0.240m of expenditure to fund extra transport capacity in the systems and anticipate further contingency to be released throughout the first half of the term. On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations. The Council's allocation is £0.5m. This is

additional grant to help with the extra costs of providing Home to School Transport in line with the COVID-19 guidance. Modelling is taking place to understand the financial impact of continued extra capacity throughout the school year. Based on the forecast spend up to October, the expectation is that the unspent grant will be carried forward and applied to the period up to the end of the Autumn Term.

Since the last report an additional £0.1m has been received from the Coronavirus (Covid-19) Schools Fund to reflect claims for additional costs incurred by schools during the period March to July 2020, which will be allocated directly to the relevant schools.

Children's Social Care

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

Budget £30.5m

Key Issues

Variation breakeven

At present there are no variances reported in this area.

RAG rating Green

Financial Impact of COVID-19

Outcomes Achieved
Yes

To date additional funding of £0.074m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.107m. The forecast for this year is currently up to £1.2m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.

The main costs incurred to date relate to an increase in allowances to reflect universal credit increases (£0.032m) and costs relating to isolation for Unaccompanied Children on arrival (£0.156m).

Significant additional spend on staff is now very likely following a significant increase in referrals and assessments following the period of lockdown and partial school closures. A significant proportion of this demand is also forecast to flow through to longer-term plans for children and families. On the basis of current trends, the cost in this year to meet this additional demand is forecast to be between £0.4m and £0.7m depending on the length of time additional resource is required. This will be linked to how long demand remains higher than capacity of the existing service and will be closely monitored.

**Children's Social
Care Countywide
Services**

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September.

Budget £65.7m

Key Issues

Variation breakeven

The forecast here remains risky as packages for individual children can cost in excess of £0.2m per annum, and therefore a small change in demand or children with significant support needs can have a significant impact on spend within this budget.

RAG rating Green

Outcomes Achieved

Yes

The demand seen in the referral and assessment service is likely to result in increased demand in the placement budget as some children enter care. Although some of this demand may be experienced this financial year, it is likely that any growth in demand for placements could be experienced over at least one to two years.

Financial Impact of COVID-19

To date additional funding of £0.814m has been allocated in relation to Covid-19 costs, with spend to date estimated at £1.249m. The forecast for this year is currently that there is £2.467m committed but spend could be as high as £3.558m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.

The main areas of spend to date have been in relation to support for families and young people. The costs breakdown in to £1m in relation to placements, £0.1m for costs incurred due to the effect of court delays and £0.1m in relation to staffing costs caused by the need for staff to isolate.

**Children's Central
Costs**

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

Budget £5.6m

Key Issues

Variation breakeven

No variance is reported at this time.

RAG rating Green

Financial Impact of COVID-19

No variance is reported due to COVID-19 at this time.

Outcomes Achieved

Yes

Dedicated School Grant

High Needs	<u>Variation</u>
Budget £58.4m	The variation forecast is a forecast overspend of £11.5m.
Variation £11.5m (19.7%) overspend	<u>Key Issues</u>
RAG rating Red	The variance of £11.0m relates to the existing children and an expected growth in demand for Education, Health and Care Plans and support for the current year based on the currently announced high needs dedicated schools grant funding. Significant diagnostic work will be undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will work with Schools, Parents and other stakeholders to develop proposals for the High Needs Block to move into line with its operating budget in the medium term.
Outcomes Achieved Yes	
	<u>Financial Impact of COVID-19</u>
	There is a forecast cost of £0.5m due to the potential for costs to rise and loss of income due to the COVID-19 pandemic. This is a forecast for the risk of additional resources required for all SEN settings to maintain appropriate standards as schools reopen.
Early Years	<u>Variation</u>
Budget £38.8m	£0.2m of Covid costs have been funded in the revised budget.
Variation breakeven	<u>Key Issues</u>
RAG rating Red	The Early Years DSG is forecast to overspend by between £0.5 to £0.6m within year. There has been an increased take-up of SEN Inclusion Fund – which supports lower level SEN need in settings and a step change in the number of eligible 2 year olds. Options for managing the overspend will be discussed at Schools Forum in November, so this is reported as breakeven at this time.
Outcomes Achieved Yes	
	<u>Financial Impact of COVID-19</u>
	A package of provider support of £1.3m was agreed in April 2020. Spend to date is estimated at £0.5m with a further £0.3m committed. The forecast for this year is currently £1.3m.
	The Covid costs relate to provider sustainability payments to early years settings to meet statutory need, including a forecast risk into the future. It also includes additional opening (e.g. out of term-time), and key worker funding where children have been placed away from their usual setting.

It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.

Adult Services

A breakeven position is forecast for Adult Services against a budget of £196.4m.

The directorate forecast outturn includes **£7.8m** of costs relating to COVID-19, an increase of £0.1m from the previous month that have been incurred to 31 October.

Better Care Fund Pool	<u>Variation</u>
Budget £79.8m	A breakeven position is forecast for the pool. No change from the previous month.
Variation breakeven	<u>Financial Impact of COVID-19</u>
RAG rating Green	Included in the breakeven position is £4.2m of expenditure relating to costs arising from the COVID-19 pandemic. These include a 10% payment made to contracted care providers in April, May and June 2020.
Outcomes Achieved Yes	Because of a reduction in demand for care home placements there is also been a £0.4m increase in the forecast cost of vacant beds within the council's block contract arrangements, work is continuing to further validate this figure.

Key Issues

The pool combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people and adults with physical disabilities.

The existing arrangements for the Hospital Discharge Scheme ended on 31 August 2020, with a requirement to move everyone currently funded by the scheme onto business as usual arrangements by 31 March 2021.

New arrangements for hospital discharges from 1 September 2020 onwards, which support the provision of care for a period of up to six weeks until on-going care needs have been agreed and are now in operation. The funding for Scheme 2 is intended to support service activity that has been put in place specifically to support hospital discharge that is additional to business as usual provision, including for people who would ordinarily be self – funders, so is more limited than for Scheme 1.

The underlying level of demand for care home placements has reduced in 2020/21, following a slight increase in

previous months, activity reports are indicating a reduction in numbers during October with activity now comparable to the figures previously reported earlier in the year.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

Adults with Care and Support Needs Pool

Variation

A £0.2m underspend is being reported for the pool, an increase from the break-even position reported last month, this is linked to the increase in the Oxfordshire Clinical Commissioning Group (OCCG) contribution to learning disabilities.

Budget £98.4m

Variation £0.2m underspend

RAG rating Green

Financial Impact of COVID-19

Included in the forecast is £2.0m of expenditure relating to costs arising from the COVID-19 pandemic.

Outcomes Achieved Yes

These include a 10% payment made to contracted social care providers in April, May and June 2020.

Key Issues

The pool supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. So far, the COVID-19 pandemic has not increased demand in the pool, but this is continuing to be monitored.

The OCCG have confirmed their 2020/21 health contribution to the pool at £17.6m, this is an increase of £1.1m from the previous year.

The increase reflects two service users with health needs transitioning across from Children's Services at a part year cost of £0.6m, a £0.3m increase in the Oxford Health Foundation NHS Trust block contract plus a £0.2m increase in OCCG's contribution to learning disability personalisation costs.

A £0.2m increase in the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is being continued is continued to be reported, this is now being offset by a reduction in OCC commitments within supported living.

The forecast for people with High Functioning Autism is now showing as breaking even reflecting one new service user being allocated against this area.

£0.5m net growth in expenditure covering the period until the end of the financial year is built into the forecast.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

As part of the 2020/21 service and resource planning process £2.75m one-off funding was built into the budget to support pressures relating to Mental Health and Autism within Oxfordshire. Temporary funding arrangements put in place for NHS providers in response to the COVID-19 pandemic mean that some of this funding has not been needed and remains available to meet future pressures. £2.1m of the one-off funding will be moved into reserves for use in 2021/22.

Non-Pool Services

Variation

Budget £11.8m

A breakeven position is forecast for this service. No change from the previous month.

Variation breakeven

RAG rating Green

Financial Impact of COVID-19

Outcomes Achieved
Yes

Included in the breakeven position is **£1.4m** of expenditure relating to costs arising from the COVID-19 pandemic. These include additional staffing costs and a contribution to Homelessness costs in Oxford City. This is an increase of £0.2m from the previous month to cover continuing Adult Social Care workforce pressures. The forecast assumes that this will be covered by Corporate Contingency.

There is also a forecast loss of income of **£0.1m** due to the COVID-19 pandemic.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

Commissioning

Variation

Budget £6.5m

A forecast overspend of £0.2m is being reported. This is an increase from the breakeven position reported last month.

Variation breakeven

RAG rating Green

Key Issues

Outcomes Achieved
- **Yes**

The forecast includes one – off agency costs of £0.1m, plus £0.1m of staffing vacancy targets that are not expected to be achieved.

COVID-19 Specific Grant Funding and Expenditure

Infection Control Grant

The first tranche of the Infection Control Grant of £7.3m (part of the £600m national total) was available to support providers with infection control measures from May to September 2020. This was required to be used to support adult social care providers to reduce the rate of COVID-19 transmission in and between care homes (75% of the grant total) and to support wider workforce resilience measures (25% of the grant). £5.4m was passed to care homes and £1.4m to domiciliary care providers to provide financial support with infection control measures. £0.4m was used to support external day time support providers to restart their services safely. Of the total passed to care homes, £0.1m was not spent on eligible activity and £0.2m had not been spent by the end of September. This will be reclaimed from providers and returned to the Department of Health and Social Care in line with their instructions

A second tranche of Infection Control Grant of £6.3m (part of £546m national total) has been allocated to the council to reduce the rate of COVID-19 transmission within and between care settings. The conditions specify that 60% the grant needs to be passed to care homes and a further 20% to domiciliary care providers. The remaining 20% of the grant will be allocated to care providers at the discretion of the council in line with the relevant guidelines.

The council has received the first half of the grant, with the remainder expected to be available in December if the criteria have all been met. The funding is required to be fully spent by care providers by 31st March 2021. Each provider is required to report on the use of the grant monthly from November onwards. As at 31 October, £1.8m was passed to care homes and £0.5m to domiciliary care providers to provide financial support with infection control measures

Public Health

A forecast breakeven position after the assumed use of the grant to fund Public Health eligible spend.

Variation

Breakeven against
£31.2m ringfenced
grant

Variation

A breakeven position is forecast for this service.

RAG rating
Green

Financial Impact of COVID-19

Outcomes Achieved
Yes

There has been no increase in costs arising from the COVID-19 pandemic or loss of income due to the COVID-19 pandemic but there have been one-off savings due to reductions in service provision in line with national directives.

Key Issues

The forecast breakeven position is after taking account of **£1.8m** reductions in planned spend. This includes a **£1.6m** reduction in spend due to reduced activity in sexual health services due to COVID-19 together with expediting a move to home testing previously scheduled for 2021/22 and a further **£0.4m** reduction in spend on NHS health checks due to a mandated ceasing of the face to face service during the pandemic. There is also a **£0.2m** underspend relating to staff vacancies at the start of the year.

Offsetting these savings are cost pressures of **£0.2m** in residential rehabilitation for drug and alcohol users due to increased demand and **£0.2m** cost pressure related to additional requirement under the grant to fund NHS pay inflation in contracts.

Work is progressing to agree £1.1m of spend elsewhere in the council that contributes to Public Health outcomes and is eligible to be funded by the grant in 2020/21.

The balance of the reported underspend will be transferred to the Public Health reserve.

COVID-19 Specific Grant Funding and Expenditure

Test and Trace Service Support Grant (£2.8m)

The council have received a £2.8m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. To date there have been £1.5m of commitments recorded against this allocation, it is anticipated that the grant will be fully spent by year end.

Contain Outbreak Management Fund

On 6 November the Department of Health and Social Care (DHSC) notified the Council that its allocation of this grant was £5.5m based on the England entering National restrictions on 5 November 2020. The payment has been made to Upper-Tier Authorities for onward disbursement and covers the period to the end of March 2021. This grant is to help local authorities put in place proactive containment and intervention measures. A virement requesting this is funding is added to the COVID-19 budget is included in Annex C-2b

Communities

£0.1m (0.1%) forecast underspend compared to a budget of £87.2m, there is no change to the financial position reported last month.

Planning & Place		<u>Change from previous report</u>
Budget £4.9m		There is no change to the financial position previously reported.
Variation £0.0m (0.0%) breakeven		<u>Financial Impact of COVID-19</u>
RAG rating - Green		There is also a forecast loss of income of £0.1m of S38 income due to the COVID-19 pandemic. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.
Outcomes Achieved Yes		
		<u>Key Issues</u>
		The breakeven financial position includes a shortfall on the Travel Planning team income target of £0.3m. In 2020/21 this will be mitigated through the use of Road Agreement income, however there could be a future impact next year. There is also a risk of increased costs due to planning appeals against highways objections raised by the Council. This could amount of £350k across 2020/21 and 2021/22 depending on the appeal process outcomes.

Growth & Economy		<u>Change from previous report</u>
Budget £0.1m		There is no change to the financial position previously reported.
Variation £0.0m (0.0%) breakeven		<u>Key Issues</u>
RAG rating - Green		There is an on-going risk of a revenue pressure resulting from any reduction in the planned increase in capitalisation of salaries across Planning & Growth and/or not adopting new charge-out rates that do not accommodate service overheads, to support the planned increase cost of the Programme Office.
Outcomes Achieved Yes		

Communities Management	<u>Change from previous report</u> There is no change to the financial position previously reported.
Budget £0.4m	
Variation £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.1m of COVID-19 related expenditure covering Communities Directorate. This primarily relates to costs associated with re-opening the Household Waste Recycling Centres.
RAG rating – Green	
Outcomes Achieved Yes	<u>Key Issues</u> None to be reported
Community Operations	<u>Change from previous report</u> There is no change to the financial position previously reported. Although the income losses forecast as a result from the impact of COVID-19 have reduced.
Budget £57.9m	
Variation £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u> There is also a forecast loss of income of £3.0m of income due to the COVID-19 pandemic. This relates to parking and permit income (£1.9m), Supported Transport (£0.9m) and Waste Management (£0.2m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.8m pressure will be funded by the COVID-19 budget for costs and income losses.
RAG rating - Green	
Outcomes Achieved Yes	<u>Key Issues</u> The forecast for Waste Management remains the same, however, waste growth now seems to be fluctuating at between 7% - 11%, when compared to last year. If growth continues at these levels it could adversely impact on future years budgets.
	The recovery phase for Home to School Transport, at the time of writing this report, is largely complete and although there is a risk that social distancing restrictions may be reintroduced later in the year, the current forecast complies with Government Guidelines, which results in a largely Business As Usual return. Although there are still no firm figures on student growth, the budget build assumes an average 3-year growth profile and initial indications are that this is materially correct. The cost of additional transport needed for a limited number of larger schools requiring an increase in routes to satisfy current social distancing rules, will be funded for the first 6-weeks, and hopefully for the remainder of the Autumn term through a Government grant. The outturn forecast at present for Mainstream assume a breakeven position and for SEND a -£0.7m underspend,

due to a budget build increase for 2019/20 assuming at the time that there would be an overspend, which by year end did not materialise.

Community Safety	<u>Change from previous report</u>
Budget £24.0m	There is no change to the financial position previously reported.
Variation £0.1m (0.4%) underspend	<u>Financial Impact of COVID-19</u> Funded costs currently include equipment costs and secondments to Ambulance services. Costs of Firefighter cover remain under review, as a recent spike, if it continues could further increase the overall predicted service COVID-19 related costs.
RAG rating - Green	
Outcomes Achieved Yes	
	<u>Key Issues</u> None to be reported.

Customers & Organisational Development

£0.3m (1.1%) forecast overspend compared to a budget of £27.0m, no change to the financial position previously reported.

Corporate Services	<u>Change from previous report</u>
Budget £2.0m	There is no change to the financial position previously reported.
Variation £0.0m (0%) breakeven	<u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.2m of COVID-19 related expenditure covering COD Directorate. This includes staff costs for extending the Customer Service Centre operating hours, additional ICT needs to support home working, Occupational Health Assessments for non-school staff returning to work and Health & Safety costs for re-opening Libraries.
RAG rating - Green	
Outcomes Achieved Yes	
	<u>Key Issues</u> None to be reported

Human Resources & Organisational Development	<u>Change from previous report</u>
	There is no change to the financial position previously reported.
Budget £2.4m	<u>Key Issues</u>

Variation £0.0m The review of unfunded posts is complete, and a paper (0.0%) breakeven presented to CEDR in September was agreed.

RAG rating – Green

Outcomes Achieved

Yes

Communications, Strategy & Insight Change from previous report
There is no change to the financial position previously reported.

Budget £2.5m

Variation £0.0m Financial Impact of COVID-19
(0.0%) breakeven There is a forecast loss of income of £0.02m due to the COVID-19 pandemic, relating to lack of provision of data assessment services.

RAG rating - Green

Key Issues
The ongoing in-year impact of staff vacancies will be reported next month.

Outcomes Achieved

Yes

COVID-19 Specific Grant Funding and Expenditure

Food and Essential Supplies (Covid-19) Grant

A national £63m emergency scheme to support people who are struggling to afford food and other essentials due to COVID-19 was announced by government in June 2020. Details on the local allocation of £0.5m along with guidance on the purpose and use of the fund was published in July and the funding was received on 31 July. Guidance set out that government anticipated the funds would be utilised within 12 weeks.

The funding allocations have been made to upper tier authorities, but councils are expected to collaborate with partners to make most effective use of the funding in the interest of residents.

The Joint District Community Hub Working Group coordinates the Oxfordshire system's community engagement and support activity in relation to COVID-19 and this group was consulted to agree the approach to allocating the funding.

The majority of the funding was passed to the City and District Councils based on a formula that replicated the national allocation. Three County wide schemes also received funding.

COVID Winter Grant Scheme

On 8 November 2020 the Department for Work and Pensions (DWP) announced £170m COVID Winter Grant scheme to support children, families and the most vulnerable over the winter months. The Council's allocation is £1.3m and the funding should be used over the period of early December to 31 March. The Council is working with partners to agree the best route to distributing the funding to those who need it. It is expected that 50% of the funding will be received in early December with further funding released subject to an assessment of spend to date by the DWP. An update will be included in future reports.

Funding to support Clinically Extremely Vulnerable

On 2 November the DHSC notified the Council that it will receive £0.3m to support people on the Government's clinically extremely vulnerable list during the 4 week period of National restrictions. This is based on £14.60 per person on the shielding list. The Council will work with partners to utilise the funding effectively.

ICT & Digital

Change from previous report

Budget £9.7m

There is no change to the financial position previously reported.

Variation £0.0m
(0.0%) breakeven

Key Issues

The service continues to work to meet its in year savings targets and delivery against the agreed IT strategy, recognising that some projects have been delayed due to the Covid pandemic and that the service is currently respond to increased demand.

RAG rating - Green

Outcomes Achieved

Yes

Culture & Customer Experience

Change from previous report

Budget £10.4m

There is no change to the financial position previously reported.

Variation £0.3m
(2.9%) overspend

Financial Impact of COVID-19

Included in the above position is £1.9m of COVID-19 expenditure. These include the setting up and ongoing 'hibernation' costs of the Temporary Place of Rest facility.

RAG rating – Amber

Outcomes Achieved

No

There is also a forecast loss of income of £1.6m of income due to the COVID-19 pandemic. This relates to closure of public libraries (£0.2m), cessation of music lessons (£0.6m) and cessation of all ceremonies and other Registration services (£0.8m). It is anticipated that most of the

unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.4m pressure will be funded by the COVID-19 budget for costs and income losses.

Key Issues

Our Registration, Library and Music Services are gradually reopening and beginning to see an increase in chargeable services. It is likely that the services will continue to see a drop in expected income due to COVID19 restrictions and the ongoing effect of this is being closely monitored on a monthly basis

Commercial Development, Assets & Investment

£1.3m (4.0%) forecast underspend compared to a budget of £32.2m, no change to the position previously reported.

**Property &
Community
Facilities
Management**

Change from previous report

There is no change to that reported in the previous financial report.

Budget £17.3m

Financial Impact of COVID-19

There is an underlying loss of income of £1.1m forecast due to the COVID-19 pandemic. This includes the loss of income on parent purchased meals across the Summer term and into the Autumn. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.3m pressure will be funded by the COVID-19 budget for costs and income losses.

Variation -£1.5m
(8.7%) underspend

RAG rating - Amber

Outcomes Achieved
Yes

Key Issues

None to be reported.

Law & Governance

Change from previous report

There is no change to that reported in the previous financial report.

Budget £5.7m

Variation £0.2m
(3.5%) overspend

Key Issues

It is noted that some large legal cases are upcoming which may increase the Counsel costs further.

RAG rating - Amber

Outcomes Achieved
Yes

Finance & Procurement	<u>Change from previous report</u> There is no change to that reported in the previous financial report.
Budget £8.9m	
Variation £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u> Included in the breakeven position is £1.3m of expenditure relates to the costs of PPE purchased in response to the COVID-19 pandemic. This central stock was for use across the Council to ensure all that all front-line workers met COVID-19 regulations.
RAG rating - Green	
Outcomes Achieved Yes	<u>Key Issues</u> The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to timing differences. Depending on the outcome of the Hub consultation and appointment to posts there could be an in-year pressure of up to £0.1m, this will be monitored and reported as appropriate.

Corporate Measures

General Balances	As set out in the table on Annex C -4 the current forecast for general balances at 31 March 2021 is £30.3m , compared to the position at 1 April 2020 of £28.7m . This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.5m are returned to balances.
RAG rating Green	

Reserves	On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be £83.0m at 31 March 2021 an increase of £2.8m from last month. The change reflects a contribution of £0.7m to the Public Health Reserve and a £2.1m contribution to the Budget Prioritisation Reserve which has been earmarked to offset Mental Health and Autism pressures in 2021/22.
RAG rating Green	

This position is after a transfer of £6.0m to a new Council Tax Collection Fund Reserve that is subject to agreement by Council 8 September 2020.

This includes a £22.3m deficit on the High Needs DSG grant reserve which reflects the forecast overspend of £11.7m during 2020/21. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.

Grants As set out in Annex C-5a government grants totalling £399.6m will be received by the Council during 2020/21. This is an increase of **£11.7m** since the position reported last month.

RAG rating
Green

The grant funding that is being managed within the directorates and the associated spend against the funding is set out in the paragraphs above. A summary of this funding and how it has been allocated is set out in Annex C-5b. The main change this month is the addition of the Outbreak Containment Grant (**£5.3m**).

In addition, the grant allocation has been confirmed for Tranche 4 of the COVID-19 Emergency Funding and the first instalment has been confirmed for the Sales, Fees and Charges Income Guarantee Scheme. These grants are being managed corporately:

Tranche 4 – COVID-19 Emergency Funding

On 21 October 2020, MHCLG announced the allocation of a fourth tranche of unringfenced funding to help local authorities manage the impact of additional costs and pressures. Of the total £1bn fund the Council's allocation is **£3.9m**. The virement requesting this is allocated to the COVID Budget is set out in Annex 2b. This will take the total unringfenced funding received by the Council to £34.9m of which £34.6m is available for use in 2020/21 (£0.3m was applied to the previous financial year for additional costs incurred in March 2020).

Sales Fees and Charges Income Guarantee Scheme

The first claim was submitted in September for the Sales, Fees and Charges Income Guarantee Scheme for income losses of **£1.4m** up to 31 July 2020. The scheme allows Councils to claim 75% of income losses against 95% of the relevant income budgets. The claim has now been certified and payment is expected by the end of November 2020. Two further claims will be submitted during 2020/21 with the final claim covering the period to 31 March 2021 which will include a reconciliation of the total losses for the financial year.

**Medium
Term
Financial
Plan
Savings**

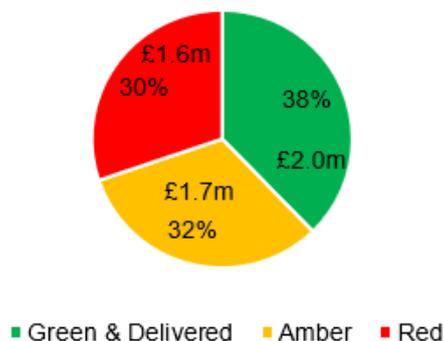
The 2020/21 budget agreed by Council in February 2020, includes planned savings of **£21.7m** of which £16.4m relates to Corporate saving plans and £5.3m relates to Directorate saving plans. Overall, 84.6% of these savings have been delivered or are forecast to be delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2020.

RAG rating
Red

£16.4m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.

% of savings expected to be achieved
84.6%

Directorate Saving Plans



£2.0m, 38%, of Directorate savings plans have been or are forecast to be delivered by year end.

£1.7m, 32%, are assessed as amber and are at risk of not being delivered in full year.

A further £1.6m, 30% are assessed as red and are not expected to be delivered in year. The majority of these savings relate to income generation which has been

affected by the Covid-19 pandemic.

The budget pressures arising from the non-delivery of savings form part of the Directorate positions reported above.

Some of the service redesign savings due to be achieved in 2020/21 have been temporarily funded as part of the in-year savings proposals. Permanent savings proposals will be included in the 2021/22 Budget and Business Planning process.

The Revised Budget agreed by Council on 8 September 2020 included additional one off savings proposals in 2020/21 of £14.9m. A significant proportion of the savings have already been delivered as a result of reduced activity up to 31 July 2020 as the Council put in place measures to comply with the Coronavirus Act, Health Protection Regulations and government guidance to manage the impact of the COVID-19 pandemic. It is expected that 100% of the in year savings will be achieved by year end.

Strategic Measures

RAG rating
Green

The table in Annex C - 4 sets out average in-house cash balances and average rates of return for September 2020. The current forecast outturn position for in house interest receivable is **£3.0m**, which is **£0.5m** above budget.

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is **£3.1m**, which is a breakeven position. This is £0.8m below the original budget which has been reduced to reflect the impact of Covid-19 on the performance of the external funds.

Interest Payable is forecast to be in line with the budgeted figure of **£15.0m**. The performance indicators relating to treasury management activity are set out in Annex C-4.

On 8 September 2020 Council agreed to transfer £3.3m from the Corporate Contingency to support increased costs on the placement budget within Children's Social Care. The remaining £1.5m budget to fund the Green Book and Hay pay awards have now been agreed at 2.75%, 0.75% higher than the budgeted amount of 2%. Pay budgets relating to these pay awards will be increased in November to correspond with the payments being made to

employees which will include a backdated increase to 1 April 2020. The virement will be included in the next report

Annex C-2b sets out the Council position on Covid expenditure, income losses and funding to the end of October. Cabinet are requested to approve the virement set out in Annex C-2b which covers the expenditure for the period up to the end of October and the grant income budgets for tranches 3 and 4 of the COVID support grant and the first claim of the Sales, Fees and Charges Compensation Scheme. Income losses not covered by the Compensation scheme totalling £1.6m will also be covered by this budget. The total financial impact of COVID-19 continues to be forecasted at £50.9m in 2020/21. If this remains unchanged, after taking account of additional funding, by the year end the COVID-19 Budget will be utilised in full. If there is insufficient funding in the COVID-19 Budget to meet costs or lost income, this will need to be met from general balances.

The current forecast of additional costs and lost income relating to COVID-19 for the financial year could change and we continue to revisit assumptions and implications as we move towards winter.

As set out in the Corporate Debtors section below there is likely to be an increase in the debt impairment at the end of the year. This would need to be funded by Corporate Contingency or General Balances.

**Debt and
Loan Write
Offs &
Impairments**

Covid-19 impact: The impact on debt levels remains, however, there has been a reduction from £1.1m to £0.6m this month in debt attributed to Covid-19 as some developer contribution cases have resolved. There are a handful of debtors seeking review of rental charges, however these account for a small amount of the total debt requiring impairment. Issues collecting income from individuals linked to financial hardship is not yet evident, but with formal legal proceedings recommencing in November more cases may come to light.

**Corporate
Debtors**

RAG rating
Red

The average collection rate has dropped this month, this is linked to a reduced volume of invoices issued in July; this would align with services not delivering services in full during the first lockdown. Importantly the collection rate based on the value of invoices for this period is 99%.

Debt requiring impairment (DRI) is again slightly reduced this month, down to £0.99m from £1.08m; this is due to a long-standing dispute being settled. The DRI level is still well above target (£0.47m), however with over 50% due to S106 arrears, which are expected to be resolved by January's report, it is forecast that we should finish the year near to the current balance.

Performance Indicators for this area are set out in Annex C-4.

**Debt and
Loan Write
Offs &
Impairments**

The invoice collection rate continues to be stable at just under 91% with, however it is below the target and work is continuing to improve up to the target of 92%. The Days Revenue outstanding has decreased this month as credits applied were much higher than in previous month; this appears to relate to debt under 1 year as the over 1 year debt level has increased.

**– Adult
Contribution
to Care
Charges**

Levels of debt requiring impairment (DRI) have held for the last 3 periods and remains at £0.162m above the balance held. The ASC Income team continue to work through a detailed action plan linked to reducing the level of bad debt by year end.

**RAG rating
Red**

Internal issues impacting debt collection are general impact of remote working; volume of case work linked to deaths; additional work linked to C19 impacts; cases held whilst a “hold” was placed on legal action. Further impact is also likely to be felt in the team over the next quarter due to the most experienced recovery officer taking up a new position; recruitment is underway to fill the upcoming vacancy.

External factors impacting collection are significant delays with: Court of Protection, Probate office and HMCTS.

Performance Indicators for this area are set out in Annex C-4.

Business Management & Monitoring Report
Position to the end of October 2020
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Children's Services	132,007	132,007	0	0.0%	0	0	G
Adults Services	196,433	196,433	0	0.0%	0	0	G
Public Health	0	0	0		0	0	
Communities	87,201	87,107	-94	-0.1%	-94	0	G
Customers & Organisational Development	26,953	27,253	300	1.1%	300	0	R
Commerical Development, Assets and Investments	32,192	30,892	-1,300	-4.0%	-1,300	0	R
Directorate Total Net	474,786	473,692	-1,094	-0.2%	-1,094	0	G

Business Management & Monitoring Report
Position to the end of October 2020
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Contributions to (+)/from (-)reserves	-3,773	-3,773	0	0.0%		0	
Contribution to (+)/from(-) balances	4,591	6,185	1,594	34.7%	1,594	0	
Public Health Saving Recharge	-1,571	-1,571	0	0.0%		0	
Transformation Savings	-300	-300	0	0.0%		0	
Contingency	1,523	1,523	0	0.0%		0	
COVID-19 Contingency	18,267	18,267	0	0.0%		0	
Insurance	2,942	2,942	0	0.0%		0	
Capital Financing	24,077	24,077	0	0.0%		0	
Interest on Balances	-9,649	-10,149	-500	-5.2%	-500	0	
Strategic Measures Budget	36,107	37,201	1,094	3.0%	1,094	0	
Unringfenced Government Grants	-35,188	-35,188	0	0.0%		0	
Council Tax Surpluses	-8,589	-8,589	0	0.0%		0	
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0	
Business Rates From District Councils	-35,125	-35,125	0	0.0%		0	
Council Tax Requirement	391,445	391,445	0	0.0%	0	0	

Business Management & Monitoring Report
Position to the end of October 2020
Budget Monitoring - Children's Services

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CEF1	Education & Learning	29,779	29,779	0	0.0%	0	0	G
CEF2	Children's Social Care	30,517	30,517	0	0.0%	0	0	G
CEF3	Children's Social Care Countywide	65,746	65,746	0	0.0%	0	0	G
CEF4	Schools	404	404	0	0.0%	0	0	G
CEF5	Children's Services Central Costs	5,561	5,561	0	0.0%	0	0	G
Directorate Total		132,007	132,007	0	0.0%	0	0	G

Business Management & Monitoring Report
Position to the end of October 2020
Budget Monitoring - Adult Services

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
SCS1-1A	Better Care Pool	79,786	79,786	0	0.0%	0	0	G
SCS1-1B	Adults with Care and Support Needs Pool	98,362	98,162	-200	-0.2%	0	-200	G
SCS1-2 to SCS1-9	Other Adult Social Care	11,799	11,799	0	0.0%	0	0	G
	Subtotal Adult Social Care	189,947	189,747	-200	-0.1%	0	-200	G
SCS3	Commissioning	6,486	6,686	200	3.1%	0	200	R
Directorate Total		196,433	196,433	0	0.0%	0	0	G

Business Management & Monitoring Report
Position to the end of October 2020
Budget Monitoring - Public Health

	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
PH1& 2 Public Health Functions	30,607	29,907	-700	-2.3%	0	-700	R
PH3 Public Health Recharges	633	633	0	0.0%	0	0	G
PH4 Grant Income	-31,240	-31,240	0	0.0%	0	0	G
Transfer to Public Health Reserve	0	700	700	0.0%	0	700	G
Directorate Total	0	0	0	0.0%	0	0	

Business Management & Monitoring Report
Position to the end of October 2020
Budget Monitoring - Communities

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
Page 115	PG1 Planning & Growth Management	0	0	0	0.0%	0	0	G
	PG2 Planning & Place	4,861	4,861	0	0.0%	0	0	G
	PG3 Growth & Economy	88	88	0	0.0%	0	0	G
	Subtotal Planning & Growth	4,949	4,949	0	0.0%	0	0	
COM1 Communities Management	436	436	0	0.0%	0	0	G	
COM2 Community Operations	57,852	57,852	0	0.0%	0	0	G	
COM4 Community Safety	23,964	23,870	-94	-0.4%	-94	0	G	
Subtotal Communities	82,252	82,158	-94	-0.1%	-94	0	G	
Directorate Total		87,201	87,107	-94	-0.1%	-94	0	G

Business Management & Monitoring Report
Position to the end of October 2020
Budget Monitoring - Customers and Organisational Development

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
COD1	Corporate Services	1,962	1,962	0	0.0%	0	0	G
COD2	Human Resources & Organisational Development	2,375	2,375	0	0.0%	0	0	G
COD3	Communications, Strategy & Insight	2,466	2,466	0	0.0%	0	0	G
COD4	ICT & Digital	9,736	9,736	0	0.0%	0	0	G
COD5	Culture & Customer Experience	10,414	10,714	300	2.9%	300	0	R
Directorate Total		26,953	27,253	300	1.1%	300	0	G

Business Management & Monitoring Report
Position to the end of October 2020
Budget Monitoring - Customers and Organisational Development

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CDAI1	Property, Investment & Facilities Management	17,311	15,811	-1,500	-8.7%	-1,500	0	R
CDAI2	Law & Governance	5,739	5,939	200	3.5%	200	0	R
CDAI3	Finance & Procurement	8,878	8,878	0	0.0%	0	0	G
CDAI4	CDAI Management Costs	264	264	0	0.0%	0	0	G
Directorate Total		32,192	30,892	-1,300	-4.0%	-1,300	0	G

Business Management & Monitoring Report: Children's Services
Position to the end of October 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-2,077	90,331
	Gross Income	-61,899	1,347	-60,552
		30,509	-730	29,779
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-3,570	32,758
	Gross Income	-3,260	1,019	-2,241
		33,068	-2,551	30,517
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	5,046	70,509
	Gross Income	-4,245	-518	-4,763
		61,218	4,528	65,746
CEF4	Schools			
	Gross Expenditure	190,476	-865	189,611
	Gross Income	-190,260	1,053	-189,207
		216	188	404
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	-102	6,080
	Gross Income	-519	0	-519
		5,663	-102	5,561
	Expenditure Total	390,857	-1,568	389,289
	Income Total	-260,183	2,901	-257,282
	Total Children's Services Net Budget	130,674	1,333	132,007
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)				
	Schools DSG	121,258	-4,193	117,065
	High Needs DSG	52,798	5,583	58,381
	Early Years DSG	37,375	1,378	38,753
	Central DSG	4,118	8	4,126
	Total Gross	215,549	2,776	218,325

Business Management & Monitoring Report: Children's Services
Position to the end of October 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	Adult Social Care			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	66	79,786
	Gross Income.	0	0	0
		79,720	66	79,786
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	3,004	98,362
	Gross Income.	-2	2	0
		95,356	3,006	98,362
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	12,314	45,228
	Gross Income	-19,582	-13,847	-33,429
		13,332	-1,533	11,799
	Total Adult Social Care	188,408	1,539	189,947
SCS2	Commissioning			
	Gross Expenditure	6,700	1,097	7,797
	Gross Income	-1,061	-250	-1,311
	Total Commissioning	5,639	847	6,486
	Expenditure Total	214,692	16,481	231,173
	Income Total	-20,645	-14,095	-34,740
	Total Adult Services Net Budget	194,047	2,386	196,433

Business Management & Monitoring Report: Children's Services
Position to the end of October 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PH 1 & 2	Public Health Functions			
	Gross Expenditure	29,317	1,518	30,835
	Gross Income	-228	0	-228
		29,089	1,518	30,607
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	0	0
	Gross Income	-29,722	-1,518	-31,240
		-29,722	-1,518	-31,240
	Expenditure Total	29,950	1,518	31,468
	Income Total	-29,950	-1,518	-31,468
	Total Public Health Net Budget	0	0	0

Business Management & Monitoring Report: Communities
Position to the end of October 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
Planning & Growth				
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
PG2	Planning & Place			
	Gross Expenditure	11,412	2,444	13,856
	Gross Income	-6,198	-2,797	-8,995
		5,214	-353	4,861
PG3	Growth & Economy			
	Gross Expenditure	625	0	625
	Gross Income	-537	0	-537
		88	0	88
Total Planning & Growth		5,302	-353	4,949

Business Management & Monitoring Report: Communities
Position to the end of October 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
Communities				
COM1	Communities Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
COM2	Community Operations			
	Gross Expenditure	100,345	2,461	102,806
	Gross Income	-41,386	-3,568	-44,954
		58,959	-1,107	57,852
COM4	Community Safety			
	Gross Expenditure	27,865	-1,074	26,791
	Gross Income	-3,120	293	-2,827
		24,745	-781	23,964
	Total Communities	83,704	-1,452	82,252
	Expenditure Total	140,247	4,267	144,514
	Income Total	-51,241	-6,072	-57,313
	Total Communities Net Budget	89,006	-1,805	87,201

Business Management & Monitoring Report: Communities
Position to the end of October 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
COD1	Corporate Services			
	Gross Expenditure	1,751	211	1,962
	Gross Income	0	0	0
		1,751	211	1,962
COD2	Human Resources & Organisational Development			
	Gross Expenditure	3,621	-76	3,545
	Gross Income	-1,179	9	-1,170
		2,442	-67	2,375
COD3	Communications, Strategy & Insight			
	Gross Expenditure	4,127	-64	4,063
	Gross Income	-1,108	-489	-1,597
		3,019	-553	2,466
COD4	ICT & Digital			
	Gross Expenditure	11,531	-752	10,779
	Gross Income	-317	-726	-1,043
		11,214	-1,478	9,736
COD5	Culture & Customer Experience			
	Gross Expenditure	16,570	1,540	18,110
	Gross Income	-8,408	712	-7,696
		8,162	2,252	10,414
	Expenditure Total	37,600	859	38,459
	Income Total	-11,012	-494	-11,506
	Total Customers & Organisational Development Net Budget	26,588	365	26,953

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of October 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	30,532	-5,264	25,268
	Gross Income	-11,058	3,101	-7,957
	Total Property, Investment & Facilities Management	19,474	-2,163	17,311
CDAI2	Law & Governance			
	Gross Expenditure	6,637	-102	6,535
	Gross Income	-797	1	-797
	Total Law & Governance	5,840	-101	5,738
CDAI3	Finance & Procurement			
	Gross Expenditure	9,820	1,856	11,676
	Gross Income	-2,485	-313	-2,798
	Total Finance & Procurement	7,335	1,543	8,878
CDAI4	Finance & Procurement			
	Gross Expenditure	9,820	264	264
	Gross Income	-2,485	0	0
	Total Finance & Procurement	7,335	264	264
	Expenditure Total	56,809	-3,246	43,743
	Income Total	-16,825	2,789	-11,552
	Total Commercial Development, Assets & Investment Net Budget	39,984	-457	32,191

COVID Budget 2020/21
Cabinet 15 December 2020

	COVID - 19 April - July 2020 <i>Temporary virement</i> <i>previously agreed</i>	COVID - 19 August - October 2020 <i>Virement</i> <i>Requested</i>	COVID -19 Estimated Costs	Total Latest Estimate
	£000		£000	£000
Children's Services				
Gross Expenditure	1,724	664	4,654	7,042
Gross Income	0	0	312	312
	1,724	664	4,966	7,354
Adult Services				
Gross Expenditure	6,874	891	6,249	14,014
Gross Income	0	0	35	35
	6,874	891	6,284	14,049
Public Health				
Gross Expenditure	0	0	0	0
Gross Income	0	0	0	0
	0	0	0	0
Communities				
Gross Expenditure	673	50	0	723
Gross Income	0	0	4,756	4,756
	673	50	4,756	5,479
Customers & Organisational Development				
Gross Expenditure	2,049	691	0	2,740
Gross Income	0	0	1,456	1,456
	2,049	691	1,456	4,196
Commercial Development, Assets & Investment				
Gross Expenditure	1,455	450	8	1,913
Gross Income	0	0	740	740
	1,455	450	748	2,653
Corporate Measures	11,557	5,838	1,150	18,545
COVID-19 Budget for Expenditure and Income Losses	18,267	4,946	-23,213	0
Total Expenditure & Income Losses	42,599	13,530	-3,853	52,276
Unringfenced Grant Funding	-26,931	-13,530	-1,379	-41,840
Net Total	15,668	0	-5,232	10,436

COVID Budget 2020/21
Children's Services
Cabinet 15 December 2020

		COVID - 19 Expenditure August - October 2020	Total
		£000	£000
CEF1	Education & Learning		
	Gross Expenditure	53	53
	Gross Income		0
		53	53
CEF2	Children's Social Care		
	Gross Expenditure	23	23
	Gross Income		0
		23	23
CEF3	Children's Social Care Countywide Services		
	Gross Expenditure	195	195
	Gross Income		0
		195	195
CEF4	Schools		
	Gross Expenditure	220	220
	Gross Income		0
		220	220
CEF5	Children's Services Central Costs		
	Gross Expenditure	173	173
	Gross Income		0
		173	173
	Expenditure Total	664	664
	Income Total	0	0
Total Children's Services Net Budget		664	664

COVID Budget 2020/21
Adult Services
Cabinet 15 December 2020

		COVID - 19 Expenditure August - October 2020	Total
		£000	£000
SCS1	Adult Social Care		
SCS1-1A	Better Care Fund Pool Contribution		
	Gross Expenditure.	517	517
	Gross Income.		0
		517	517
SCS1-1B	Adults with Care and Support Needs Pool		
	Contribution		
	Gross Expenditure.	27	27
	Gross Income.		0
		27	27
SCS1-2 to SCS1-9	Other Adult Social Care Services		
	Gross Expenditure		0
	Gross Income		0
		0	0
	Total Adult Social Care	544	544
SCS2	Commissioning		
	Gross Expenditure	347	347
	Gross Income		0
	Total Commissioning	347	347
	Expenditure Total	891	891
	Income Total	0	0
	Total Adult Services Net Budget	891	891

COVID Budget 2020/21
Public Health
Cabinet 15 December 2020

	COVID - 19 Expenditure August - October 2020	Total
	£000	£000
PH 1 & 2 Public Health Functions		
Gross Expenditure		0
Gross Income		0
	0	0
PH3 Public Health Recharges		
Gross Expenditure		0
Gross Income		0
	0	0
PH4 Grant Income		
Gross Expenditure		0
Gross Income		0
	0	0
Expenditure Total	0	0
Income Total	0	0
Total Public Health Net Budget	0	0

COVID Budget 2020/21
Communities
Cabinet 15 December 2020

		COVID - 19 Expenditure August - October 2020	Total
		£000	
<hr/>			
COM1	Communities Management		
	Gross Expenditure	50	50
	Gross Income		0
		50	50
COM2	Community Operations		
	Gross Expenditure		0
	Gross Income		0
		0	0
COM4	Community Safety		
	Gross Expenditure		0
	Gross Income		0
		0	0
	Gross Expenditure	50	50
	Gross Income	0	0
	Total Communities	50	50

COVID Budget 2020/21
Customers & Organisational Development
Cabinet 15 December 2020

		COVID - 19 Expenditure August - October 2020	Total
		£000	
COD1	Corporate Services		
	Gross Expenditure	91	91
	Gross Income		0
		91	91
COD2	Human Resources & Organisational Development		
	Gross Expenditure		0
	Gross Income		0
		0	0
COD3	Communications, Strategy & Insight		
	Gross Expenditure		0
	Gross Income		0
		0	0
COD4	ICT & Digital		
	Gross Expenditure		0
	Gross Income		0
		0	0
COD5	Culture & Customer Experience		
	Gross Expenditure	600	600
	Gross Income		0
		600	600
	Expenditure Total	691	691
	Income Total	0	0
	Total Customers & Organisational Development Net Budget	691	691

COVID Budget 2020/21
Commerical Development, Assets & Investment
Cabinet 15 December 2020

		COVID - 19 Expenditure August - October 2020	Total
		£000	
CDAI1	Property, Investment & Facilities Management		
	Gross Expenditure		0
	Gross Income		0
		0	0
CDAI2	Law & Governance		
	Gross Expenditure		0
	Gross Income		0
		0	0
CDAI3	Finance & Procurement		
	Gross Expenditure	204	204
	Gross Income		0
		204	204
CDAI4	CDAI Management Costs		
	Gross Expenditure	246	246
	Gross Income		0
		246	246
	Expenditure Total	450	450
	Income Total	0	0
	Total Commerical Development, Assets & Investment Net Budget	450	450

COVID Budget 2020/21
Corporate Measures and Funding
Cabinet 15 December 2020

	COVID - 19 Expenditure August - October 2020	COVID -19 Grant August - October 2020	Total
	£000	£000	£000
Contributions to (+)/from (-)reserves			0
Contributions to (+)/from (-)Balances			0
Public Health Saving Recharge			0
Transformation Savings			0
Contingency			0
COVID-19 Budget	4,946		4,946
Insurance			0
Capital Financing			0
Interest on Balances			0
Unringfenced Government Grants			
-Covid-19 Support Grant		-7,692	-7,692
-Outbreak Containment Grant	5,533	-5,533	0
-Clinically Extremely Vulnerable Support Grant	305	-305	0
Council Tax Surpluses			0
Business Rates Top-Up			0
Business Rates From District Councils			0
Total Corporate Measures and Funding	10,784	-13,530	-2,746

COVID Budget 2020/21
Position to the end of October 2020

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Dec	Oct	School Improvement Grant October Update	CEF1-3	Learning & School Improvement	P	-9	0
				VSMMGT	Strategic Measures	P	0	9
CS	Dec	Oct	Family Safeguarding Savings Recoding	CEF2-2	Social Care	T	-250	0
				CEF3-1	Corporate Parenting	T	250	0
			Central DSG Allocation to Match Schools Forum Agreement	CEF1-4	Access to Learning	P	46	-46
				CEF4-3	Non-Delegated Schools Costs	P	-46	46
				CEF4-5	Capitalised Repairs & Maintenance	P	0	0
AS	Dec	Oct	transferring a social work post to SKT344 Hospital team from SKT503	BCFPPOOL	Better Care Fund Pool	P	41	-41
				SCS1-1A	Better Care Fund Pool Contribution	P	41	0
				SCS1-2	Adult Protection & Mental Capacity	P	-41	0
Grand Total							32	-32

Business Management & Monitoring Report - October 2020
Cabinet - 15 December 2020
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Schools' Reserves	14,565	13	14,578	14,578	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts.
Vehicle and Equipment Reserve	2,871	-871	2,000	2,000	0	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	-31,761	-10,346	-11,046	700	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	806	-605	201	201	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	542	-240	302	302	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	749	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	3,003	0	3,003	3,003	0	To be spent on OxLEP related project expenditure and the Growth Deal

Business Management & Monitoring Report - October 2020
Cabinet - 15 December 2020
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
On Street Car Parking	2,010	0	2,010	2,010	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,134	-934	2,200	2,200	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	3,000	3,000	6,000	6,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	1,000	-1,000	0	0	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	3,444	641	4,085	1,985	2,100	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	11,392	-1,000	11,392	11,392	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1,049	0	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	33,554	1,685	35,239	35,239	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	0	0	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Investment Pump Priming Reserve	0	2,000	2,000	2,000	0	
Council Tax Collection Fund Reserve	0	6,000	6,000	6,000	0	

Business Management & Monitoring Report - October 2020
Cabinet - 15 December 2020
Earmarked Reserves

	2020/21		
	Balance at 1 April 2020	Movement	Balance at 31 March 2021
	£000	£000	£000
Redundancy Reserve	548	2,000	2,548
Total Reserves	102,864	-20,854	83,010
*Includes DSG High Needs Deficit Reserve	-11,221	-11,114	-22,335

Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000
2,548	0
80,210	2,800

Commentary

General Balances

	£m	£m
General Balances at 31 March 2020		24.1
Planned contribution as per MTFP in 2020/21		4.6
General Balances at 1 April 2020		28.7
Directorate and Strategic Measures Underspend		1.6
Projected Level of General Balances at 31 March 2021		30.3
Risked Assessed Level of General Balances 2020/21		23.4

Strategic Measures

Month	Average cash balance	Average rate of return
October 2020	£412.66m	0.82%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.82%	>=0.85%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.20%	>=3.75%

Debt and Loan Write Offs & Impairments - Corporate Debtors

Corporate Debtors

Performance Indicator	Target	August	September	October
Invoice collection rate	97.50%	83.60%	92.20%	86.00%
Avg. days outstanding	35	25	25	26
Debt requiring impairment	<£0.30m	£1.08m	£1.05m	£0.99m
Unsecure debt over 1 year	<£0.50m	£1.05m	£1.03m	£0.51m
Write offs as % of income YTD	<0.10%	0.00%	0.00%	0.01%

Adult Contribution to Care Charges

Performance Indicator	Target	August	September	October
Invoice collection rate	92.00%	90.30%	90.30%	90.84%
Avg. days outstanding	100	115	116	113
Debt requiring impairment	<£2.00m	£2.95m	£2.97m	£2.99m
Unsecure debt over 1 year	<£1.60m	£4.09m	£3.88m	£4.08m
Write offs as % of income YTD	<1.0%	0.17%	0.88%	0.44%

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

	Directorate	Issued By	Estimate 2020/21	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	117,406	1,188	-1,529	117,065
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,126	0	0	4,126
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	38,639	0	113	38,752
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	60,373	0	-1,992	58,381
	Subtotal DSG Grants		220,544	1,188	-3,408	218,324
	School Grants					
R	Pupil Premium	DfE	5,255	114	-114	5,255
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	0	0	224
R	PE and Sport Grant	DfE	2,350	0	0	2,350
R	Universal Infant Free School Meals	DfE	4,020	0	0	4,020
R	Teacher's Pay Grant	DfE	1,430	0	0	1,430
R	Teacher's Pension Grant	DfE	2,771	0	0	2,771
R	Coronavirus Catch Up Premium	DfE	0	0	0	0
R	Coronavirus (Covid-19) Schools Fund	DfE	0	0	0	0
	Subtotal School Grants		16,050	114	-114	16,050
	Other Children's Services Grants					
R	Youth Justice Board	YJB	548	0	0	548
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Role of the Virtual School Head	DfE	0	66	0	66
R	Extended Personal Adviser Duty Grant	DfE	77	0	0	77
R	Staying Put Implementation Grant	DfE	225	46	0	271
R	Remand Framework	YJB	25	52	0	77
	Subtotal Other Children's Services Grants		2,719	164	0	2,883
	TOTAL CHILDREN'S SERVICES		239,313	1,466	-3,522	237,257

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

	Directorate	Issued By	Esimete 2020/21	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Adult Services					
R	Improved Better Care Fund	DHSC	8,099	0	0	8,099
R	Winter Pressures	MHCLG	2,292	0	0	2,292
R	Infection Control Grant 1	DHSC		7314	0	7,314
R	Infection Control Grant 2	DHSC		6314	0	6,314
	TOTAL ADULT SERVICES		10,391	13,628	0	24,019
	Public Health					
R	Public Health Grant	DHSC	31,329	-89	0	31,240
R	HIV PREP Grant	DHSC		0	122	122
R	Wayfinding Grant	SE		0	130	130
R	Track and Trace	MHCLG		2858	0	2,858
	TOTAL PUBLIC HEALTH		31,329	2,769	252	34,350
	Communities					
R	Bus Service Operators Grant	DfT	0	795	0	795
R	Additional Dedicated H2S & College Transport Grant			519	0	519
R	Natural England	DEFRA	227	0	0	227
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Fighter's New Dimensons Grant	MHCLG	40	-1	0	39
R	Building Risk Review Grant	HO		60	0	60
R	Protection Uplift Grant	HO		272	0	272
R	MaaS:CAV	Innovate UK		638	0	638
R	V2 Go Project	Innovate UK		132	0	132
R	OmniCAV	Innovate UK		235	0	235

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

	Directorate	Issued By	Estimate 2020/21	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Park & Charge	Innovate UK		580	0	580
R	Virgin Park & Charge	Innovate UK		26	0	26
R	Data Driven Safety Tool	Innovate UK		151	0	151
R	Quantum Gravimeter	Innovate UK		84	0	84
R	Resilient CAV	Innovate UK		25	0	25
R	Heart Park Project	DFT		90	0	90
R	GTC DfT Congestion Tool	DFT		59	0	59
R	CAVL4R	DFT		11	0	11
	TOTAL COMMUNITIES		1,628	3,676	0	5,304
	Customers & Organisational Development					
R	Music Service	AC	837	0	0	837
R	Library projects - Building Bridges	AC		15	0	15
R	Food and essential supplies (COVID) grant	DEFRA		507	0	507
	TOTAL CUSTOMERS & ORGANISATIONAL DEVELOPMENT		837	522	0	1,359
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45			45
U	Extended Rights to Free Travel	DfE	278	177		455
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	500			500
U	Troubled Families Attachement Fees - Phase 2	MHCLG	143			143
U	Troubled Families Payment by Result	MHCLG		73		73
U	New Homes Bonus	MHCLG	4,137			4,137
U	Local Reform & Community Voices Grant	DfE	515	103		618

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

	Directorate	Issued By	Estimate 2020/21	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	570	-13		557
U	Section 31 Grant for Business Rate Compensation	MHCLG	5,144			5,144
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG		12695	7692	20,387
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		22
U	Wellbeing for Education Return Grant	DfE		112		112
R	Oubreak Containment Grant	DHSC			5,533	5,533
R	Support for Clinically Extremely Vulnerable	DHSC			305	305
U	Sales, Fees and Charges Compensation	MCLG			1,379	1,379
U	Business Rates Top-Up	MHCLG	40,546			40,546
	Subtotal Strategic Measures		67,576	13,169	14,909	95,654

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

	Directorate	Issued By	Esimote 2020/21	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	EU Transition - Growth Hub Funding	BEIS			54	54
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	0.0	54	1,659
	TOTAL STRATEGIC MEASURES		69,181	13,169	14,963	97,313
	Total All Grants		352,679	35,230	11,693	399,602

Page 143

Ringfenced

R Ringfenced
U Un-ringfenced

Issued by

DfE Department for Education
YJB Youth Justice Board
HO Home Office
DHSC Department of Health
MHCLG Ministry for Housing, Communities & Local Government

DfT Department for Transport
BEIS Department for Business, Energy & Industrial Strategy
DEFRA Department for Environment, Food and Rural Affairs
AC Arts Council
SE Sports England

COVID-19 Grant Detail
Cabinet 15 December 2020

Government Department	Directorate	Grant Name	Total Grant Funding	Allocation to General Fund	Allocation to be determined	Allocation to schools	Allocation to Providers and Voluntary Sector	Allocation to District and City Councils
			£'000	£'000	£'000	£'000	£'000	£'000
Ringfenced Funding								
DHSC	Adult Services	Infection Control Grant 1	7,314				7,314	
DHSC	Adult Services	Infection Control Grant 2	6,314				6,314	
DEFRA	Customers and Organisational Development	Food and Essential Supplies	507				53	454
DHSC	Public Health	Test and Trace Service Support Grant	2,858		1,358			1,500
DfE	Communities	Home to School Transport	518				518	
DFT	Communities	COVID-19 Bus Services Support Grant	422				422	
DfE	Claimed directly by schools	Exceptional costs associated with coronavirus (COVID-19) Grant	305			305		
DfE	Children's Services	Covid Catch Up Fund	590			590		
DWP	Customers and Organisational Development	Winter Grant Scheme	1,368		1,368			
Total Ringfenced Grants			20,196	-	2,726	895	14,621	1,954
Unringfenced Funding								
MHCLG	Strategic Measures	COVID-19 Emergency Grant Tranche 1 *	14,539	14,539				
		Tranche 2	12,695	12,695				
		Tranche 3	3,791	3,791				
		Tranche 4	3,900	3,900				
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarentee Scheme (Claim 1)	1,379	1,379				
DfE	Children's Services	Wellbeing for Return to Schools	112			112		
DHSC	Public Health	Clinically Extremely Vulnerable	305		305			
DHSC	Public Health	Contain Outbreak Management Fund	5,533		5,533			
Total Unringfenced Grants			42,254	36,304	5,838	112	-	-
Total COVID-19 Grant Funding			62,450					
Grants to OCC								

*£0.3m was applied to expenditure in 2019/20

CABINET – 15 DECEMBER 2020

CAPITAL PROGRAMME UPDATE AND MONITORING REPORT

Report by the Director of Finance

Recommendations

1. The Cabinet is RECOMMENDED to:
 - (a) approve the updated Capital Programme at Annex 2
 - (b) Note the approval made under delegated authority of the Leader of the Council for:
 - i. Inclusion of £1.4m contribution to Active Travel Programme from OxLEP.
 - (c) approve the revised budget provision of £8.4m for the A40 Oxford North (Northern Gateway) scheme, an increase of £2.5m.
 - (d) agree the inclusion of the new NE Didcot 2FE Primary School in the capital programme with a budget of £12.9m.
 - (e) delegate agreement of Heads of Terms to enable the Council to pass funding to the DfE for the new Grove Airfield Secondary School to the Director of Finance and Director for Property, Investment & Facilities Management in consultation with the Cabinet Member for Finance and Property.
 - (f) Agree the inclusion of the Active Travel (Tranche 2) grant of £2.4m into the capital programme

Executive Summary

2. This report sets out the latest monitoring position for 2020/21 capital programme based on activity to the end of October 2020 and provides an update on latest ten-year capital programme to 2029/30.
3. The capital monitoring position shows the forecast directorate programme expenditure for 2020/21 is **£184.4m** (excluding earmarked reserves). This has decreased by **£14.5m** compared to the latest approved capital programme. The main variations are set out in paragraphs 7 to 14 of the report.
4. Due to a number of new inclusions and changes, the total ten-year capital programme (2020/21 to 2029/30) is now **£1.318bn**, an increase of **£128.3m** compared to the latest approved capital programme. The updated capital programme is set out in Annex 2. The main variations are set out in paragraphs 15 to 17 of the report.

Introduction

5. This is the second capital programme update and monitoring report for the year and focuses on the delivery of the 2020/21 capital programme based on projections at the end of October 2020 and new inclusions within the overall ten-year capital programme.

6. The following annexes are attached:

- Annex 1 Capital Programme Monitoring
- Annex 2 Updated Capital Programme

2020/21 Capital Monitoring

7. The capital monitoring position set out in Annex 1, shows the forecast directorate programme expenditure for 2020/21 is **£184.4m** (excluding earmarked reserves). This has decreased by **£14.5m** compared to the capital programme approved by Cabinet in September 2020.
8. The table below summarises the variations by strategy area:

Strategy Area	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Pupil Places	43.6	43.6	+0.0
Major Infrastructure	84.4	69.2	-15.2
Highways AMP	47.6	47.8	+0.2
Property, Estates & Investments	10.8	11.0	+0.2
ICT	5.4	5.7	+0.3
Passport Funding	6.8	6.8	+0.0
Vehicles & Equipment	0.3	0.3	+0.0
Total Strategy Programmes	198.9	184.4	-14.5
Earmarked Reserves	7.5	1.4	-6.1
Total Capital Programme	206.4	185.8	-20.6

* Approved by Cabinet 15 September 2020

9. To date, there has been a minimal impact on the overall programme for 2020/21 arising from the impact of Covid-19, however there are some risks of increased costs and delays. As reported previously, any identified cost pressures to date have either been met from project or programme contingencies. Where these cannot be managed within the project budget a revised business case will be brought forward for inclusion in the programme. A small number of projects in the construction phase have received early warning notices which are likely to incur additional costs. These are under review, and there is a risk that these costs may exceed some contingency budgets.
10. The Basic Need and Growth Portfolio programmes identified 13 projects to be completed this financial year to generate 2,195 new pupil places and 65 new nursery places. To date 1,670 places have already been delivered which includes the completion of three new primary schools and one secondary school.
11. The Major Infrastructure Programme is now forecast to be **£69.2m** in 2020/21, a decrease of **£15.2m** due to changes in forecast project expenditure profiles since the last capital programme update. This includes a re-profile of **£20.8m** on the Affordable Housing Programme within the Growth Deal which has been extended into 2021/22 as highlighted in the previous report. The Affordable Housing element of the

Housing & Growth Deal is received by the County Council as the Accountable Body and passported to the District and City Councils for the delivery of Affordable Housing as agreed with Homes England. The programme delivery is therefore out of the direct control of the County Council but through our partnership arrangements this element is overseen through the Growth Deal Programme Board. The movement in the forecast includes a re-profile of **£20.8m** on the Affordable Housing Programme which has been extended into 2021/22 as highlighted in the previous reports.

12. Following the revised programme being endorsed by the Growth Board in September 2020, the capital programme has been updated with the latest delivery timescales of the programme. Any changes to 2020/21 are minimal and have been offset against other projects. The current spend profile is for **£16m** out of the **£30m** capital grant to be spent this financial year. The service is looking at ways to accelerate the expenditure on certain schemes that could offset any in-year underspend and also to utilise the growth deal grant.
13. **£4.2m** has been added to this year's programme for Local Growth Fund schemes. This relates to financial contributions to schemes delivered by third parties that have been agreed by the Oxfordshire Local Enterprise Partnership (OxLEP), for which Oxfordshire County Council is the accountable body.
14. Actual capital expenditure at the end of October was **£58.5m**. The combined spend to date and commitments for the Capital Programme is **£108m** or 59% of the revised budget for the year.

Ten Year Capital Programme Update

15. The total ten-year capital programme (2020/21 to 2029/30) is now **£1.318bn** (excluding earmarked reserves), an increase of **£128.3m** compared to the capital programme approved by Cabinet in September 2020. The updated capital programme is set out in Annex 2. The following table summarises the variations by strategy and the main reasons for these variations are explained in the following paragraphs.

Strategy Area	Last Approved Total Programme (2020/21 to 2029/30) * £m	Latest Updated Total Programme (2020/21 to 2029/30) £m	Variation £m
Pupil Places	230.6	233.8	+3.2
Major Infrastructure	510.6	633.2	+122.6
Highways AMP	321.9	322.0	+0.1
Property, Estates & Investments	82.8	84.4	+1.6
ICT	26.4	27.2	+0.8
Passport Funding	17.1	17.1	+0.0
Vehicles & Equipment	0.8	0.8	+0.0
Total Strategy Programmes	1,190.2	1,318.5	+128.3
Earmarked Reserves	82.3	75.7	-6.6
Total Capital Programme	1,272.5	1,394.2	+121.7

Approved by Cabinet 15 September 2020

16. The latest capital programme incorporates the additional funding reported in the previous capital monitoring report, which have increased the provision towards the School Condition Programme **£1.3m** and the OxLEP Programme by **£8.4m** through the Getting Building Fund.
17. Within the Major Infrastructure Programme, the total forecast capital programme is **£633.2m** which is an increase of **£122.6m** compared to the total programme value reported previously of £510.6m. This includes the inclusion of the **£102.0m** Housing Infrastructure Fund to provide significant upgrade to the A40 West of Oxford, the inclusion of the Getting Building Fund, and the inclusion of the remaining funding from earmarked reserves relating to the Local Growth Fund projects as financial contributions to schemes delivered by third parties that have been agreed by the Oxfordshire Local Enterprise Partnership (OxLEP).

Capital Programme Approvals Delegated to the Leader of the Council

18. In accordance with Financial Procedure Rules, due to timescales, the following projects have been approved by the Leader of the Council in consultation with the Director of Finance and are now reported to Cabinet.

Active Travel Programme

19. Additional funding of **£1.4m** has been agreed from OxLEP's Local Growth Fund to support the Council's Active Travel Programme which will also include funding from tranche 2 of the Department for Transport's (DfT) Emergency Active Travel Programme (see paragraphs 25 and 26 below).
20. The budget of **£1.4m** was released to commence design and delivery of schemes in advance of the DfT funding allocation being confirmed under the delegated authority of the Leader of the Council in consultation with the Director of Finance. The Local Growth Fund must

Capital Programme Approvals

21. The following projects are recommended to Cabinet for approval.

A40 Oxford North (Northern Gateway)

22. An additional development budget has been released to enable the commencement of enabling works prior to the proposed highway improvements arising from the A40 Oxford North development. The previous approved budget was **£5.9m**. The project is fully funded by the Local Growth Fund through OxLEP and the latest estimated budget requirement is **£8.4m**. It is anticipated that the final contract let value is known in December 2020. Cabinet is recommended to approve a budget increase of **£2.5m** for this scheme.

2 Form Entry New NE Didcot Primary School

23. As set out in the Pupil Place Plan, a new 2 Form Entry (2FE) Primary School located is required to ensure the provision of sufficient primary school places to meet the demand generated by housing developments in NE Didcot. The indicative budget is **£12.9m** and while the project is expected to be funded from developer contributions, a potential funding gap of up to **£2.0m** is currently forecasted. This will be reviewed as part of the capital governance gateway process for the project. Cabinet is recommended to approve a budget of **£12.90m** for this project.

Grove Airfield Primary & Secondary School

24. The proposed new all through (primary and secondary provision) free school, which is to be split across two sites, 2FE primary and 4FE secondary provision, will be delivered through two separate agreements. The Department for Education (DfE) will deliver the secondary provision to an agreed specification utilising S106 contributions secured by the Council. The primary provision is to be directly delivered by the S106 housing developer. When the school is complete it will be operated by the Vale Academy Trust.
25. Heads of Terms are required by the DfE with the Council, because although the secondary provision is to be funded by S106 contributions, the DfE will need to forward fund the project until the S106 contributions are received subject to various payment clauses. The Councils exposure under the agreement with the DfE will be limited to the S106 funding received for secondary provision on the identified named agreements. This is forecasted to be approx. **£20m**. Cabinet is recommended to delegate to the Director of Finance and Director for Property, Investment & Facilities Management in consultation with the Cabinet Member for Finance and Property the agreement of the Heads of Terms to pass the funding to the DfE.

Emergency Active Travel – Tranche 2

26. In November 2020, DfT announced the funding from the second phase of the Active Travel Fund. A further **£2.985m** has been awarded with 80% designated as capital and 20% as revenue. The award was 25% higher than the indicative allocation and reflects the ambition of the active travel plans submitted.
27. Five schemes, three in Oxford, one in Bicester and one in Witney, are designed to reallocate road space to cyclists and pedestrians and create an environment that is safer for walking and cycling, while enabling residents to continue to benefit from reduced levels of air pollution.

Updates to the Capital Programme

East–West Rail

28. In 2013, the Council agreed to set aside **£11.0m** as a contribution towards the East-West Rail scheme to establish a strategic railway connecting Oxford with Central, Southern and Western England. Capital resources of **£1.3m** have been released from this budget towards the delivery of an enhanced bridge at Charbridge Lane in Bicester. An agreement will be entered into with Network Rail who are responsible for delivering the works. The Council contribution will allow for future widening of the Charbridge Lane highway (forms part of Bicester perimeter road).

OxLEP Local Growth Fund grant

29. The Local Growth Fund is a **£107.6m** capital investment programme managed by OxLEP which commenced in 2015/16. The funding is received by the Council as the Accountable Body for OxLEP. Under the performance framework set out by the Ministry of Housing, Communities and Local Government the grant funding should be spent by March 2021 with outcomes delivered by the projects by March 2025.
30. In order to achieve these deadlines OxLEP have proactively reviewed the schemes to be funded by the grant and have identified that the Oxfordshire Flood Alleviation Scheme will not spend the allocation or achieve the necessary outcomes within the prescribed timescales. As a result of this, OxLEP has reallocated the funding of **£25.7m** (allocated to the Environment Agency as the lead partner on the Oxfordshire Flood Alleviation Scheme) to Council schemes within the capital programme for 2020/21 that can meet the deadlines for spend and delivery of outcomes. This releases funding within the Council's capital programme.

31. The Kennington Bridge replacement scheme (total scheme value **£53.0m**) will deliver elements of the Oxfordshire Flood Alleviation Scheme with culverts included in the design of the structure. The current capital programme includes an expected contribution of **£18.5m** from the Environment Agency's budget for the flood scheme towards to cost of the culverts. As the LGF funding has now been received directly by the Council from OxLEP this contribution from the Environment Agency will be removed from the capital programme and replaced with the funding released by the LGF grant.
32. Officers are engaged in ongoing discussion with the Environment Agency to agree the final value of the saving to the Oxfordshire Flood Alleviation Scheme as a result of delivering the Kennington Bridge Scheme and to establish the resulting funding position of the Oxfordshire Flood Alleviation Scheme. The Council is the Lead Local Flood Authority for the county and is committed to the flood scheme which will reduce the flood risk to homes, businesses, services and major transport routes into the Oxford City. In addition to Kennington Bridge Scheme, the Council is a financial contributor to the Oxfordshire Flood Alleviation Scheme and a funding agreement of **£5.3m** is in place with the Environment Agency, funded from Council resources.
33. Proposals for the allocation of the balance of **£7.2m** grant will be brought forward as part of the updated ten-year Capital Programme to 2030/31 which will be considered by Cabinet in January 2021.

LORNA BAXTER
Director of Finance

Background papers:

Contact Officer: Hannah Doney, Head of Corporate Finance. Tel: 07584174654

November 2020

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Division(s): N/A

CABINET – 15 DECEMBER 2020

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet, 19 January 2021	

<ul style="list-style-type: none"> ▪ Delegated Powers - January 2021 To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.1 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in. 	Cabinet, Leader of the Council 2020/119
<ul style="list-style-type: none"> ▪ Business Management & Monitoring Report - November 2020 To note and seek agreement of the report. Joint Responsibility: Deputy Leader of the Council and Cabinet Member for Finance. 	Cabinet, Deputy Leader of the Council/Finance 2020/118
<ul style="list-style-type: none"> ▪ Local Transport and Connectivity Plan - Vision and Objectives Document To seek agreement of a Local Transport Connectivity Plan Vision and Objective Document for 6 weeks consultation. 	Cabinet, Environment 2020/138
<ul style="list-style-type: none"> ▪ Oxfordshire Minerals & Waste Development Scheme (11th Edition) To seek approval of the Oxfordshire Minerals and Waste Development Scheme (Eleventh Revision) 2021, in order to have effect from 19 January 2021 and to delegate final detailed amendment and editing to the Corporate Director of Place and Growth in consultation with the Cabinet Member for Environment. 	Cabinet, Environment 2020/168
<ul style="list-style-type: none"> ▪ Budget & Business Planning Report 2021/22 - January 2021 Cabinet proposes 2021/22 revenue budget, MTFP and capital programme for recommendation to Council in light of comments from the Performance Scrutiny Committee and consultation feedback. Includes the Review of Charges. 	Cabinet, Finance 2020/117

Cabinet Member for Environment, 21 January 2021

<ul style="list-style-type: none"> ▪ Oxford: Oxford Road, Littlemore - Proposed Traffic Calming Measures To seek approval of the proposals. 	Cabinet Member for Environment, 2020/153
<ul style="list-style-type: none"> ▪ Bodicote: High Street/Wykhams Lane Junction - Proposed No Waiting at Any Time Restrictions To seek approval of the proposals. 	Cabinet Member for Environment, 2020/145
<ul style="list-style-type: none"> ▪ Banbury: A361 North of M40 J11 Roundabout - Proposed 40mph Speed Limit and Bus Stop Clearway To seek approval of the proposals. 	Cabinet Member for Environment, 2020/144
<ul style="list-style-type: none"> ▪ Oxford: Various Sites and Abingdon Boxhill Walk - Proposed New and Deleted Disabled Persons Parking Places (DPPP) To seek approval of the proposals. 	Cabinet Member for Environment, 2020/159
<ul style="list-style-type: none"> ▪ Adderbury: Milton Road, Berry Hill Road Proposed Traffic Calming and Speed Limit and A4260 Banbury Road / The Rise - Proposed Waiting Restrictions To seek approval of the proposals. 	Cabinet Member for Environment, 2020/160
<ul style="list-style-type: none"> ▪ Oxfordshire: Administrative Correction to Weight Limit TROs To seek approval of the proposals. 	Cabinet Member for Environment, 2020/161
<ul style="list-style-type: none"> ▪ Islip: B4027 River Bridge and Mill Street - Proposed Signals and One-Way Restrictions To seek approval of the proposals. 	Cabinet Member for Environment, 2020/162
<ul style="list-style-type: none"> ▪ Islip: B4047 Wheatley Road - Proposed Extension of 30mph Speed Limit To seek approval of the proposals. 	Cabinet Member for Environment, 2020/163
<ul style="list-style-type: none"> ▪ Oxford: Cowley Area - Proposed Experimental Low Traffic Neighbourhood To seek approval of the proposals. 	Cabinet Member for Environment, 2020/164
<ul style="list-style-type: none"> ▪ Oxford: Various Sites - On Street Charging Points for Electric Vehicles To seek approval of the proposals. 	Cabinet Member for Environment, 2020/165
<ul style="list-style-type: none"> ▪ Oxford: Various Sites, East Oxford - Provision of Secure On-Street Cycle Parking Places To seek approval of the proposals. 	Cabinet Member for Environment, 2020/166

- **Oxford: Ashhurst Way - Proposed Zebra Crossing**
To seek approval of the proposals.

Cabinet Member
for Environment,
2020/169

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